

# CORONAVIRUS (COVID-19) COUNTY RESPONSE

December 2019 – March 2022



## After Action Report

March 2022

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## **1 INCIDENT SUMMARY**

### **1.1 Overview**

The origins of COVID-19 were first reported in China in December 2019 with the first case in Pinellas County on March 13, 2020. Due to the magnitude and duration of the response, this report is not all-inclusive but strives to document key phases of the pandemic and actions taken within Pinellas County. International, national, and state benchmarks are included to provide a broader context. This report is organized into six sections:

**Policies and Protective Measures:** Captures high-level policies put in place from the international, national, state, and local levels. These measures include protective measures to reduce the spread of COVID-19 and to address some of the longer-term impacts on the community.

**Emergency Operations Center:** Captures an overview of coordination efforts and modifications that were made for this unique event.

**Health and Medical:** Captures high-level issues that were encountered within the health and medical sector and measures taken including Emergency Medical Services, personal protective equipment, facilities, testing, vaccinations, and treatments.

**Public Information:** Captures strategies and approaches to providing the public timely and accurate information that often overlapped federal, state, and local guidelines, policies, and services.

**Community Response:** Captures some of the activities that were done by community partners throughout the pandemic, especially in the early days when there was a lot of uncertainty, increased demand on services, and creative approaches were needed.

**Economic Relief:** Captures some of the funding mechanisms put in place from the federal, state, and local levels to provide funding or economic relief for the impacts on the community.

**Lessons Learned:** Captures what went well and areas for improvement at a high level.

In addition to the COVID-19 response, the county experienced three severe weather events, including two tornados (2020 and 2021), the threat of seven tropical events with two causing impacts and requiring sheltering, Eta in 2020 and Elsa in 2021, a presidential election in November 2020, a national cyber-attack on a pipeline that threatened gas supplies, the Super Bowl in Tampa, the Piney Point Phosphate (Manatee County) releases into the Gulf of Mexico and Red Tide. Due to the ongoing pandemic, these events required additional planning and response measures.

As of the writing of this report, most county response operations have closed down. Additional work in relation to federal funding and grants continue.

### **1.2 Coronavirus: From Origins to Pinellas County**

**December 31, 2019**, the World Health Organization was alerted to several flu-like cases in Wuhan, China. By **January 7, 2020**, it was identified as a new virus 2019-nCoV,

belonging to a family of viruses including Severe Acute Respiratory Syndrome and Middle East Respiratory Syndrome.

**January 20, 2020**, the first US case was reported in Washington state, and on **January 22** the World Health Organization confirmed that human-to-human transmission was possible for 2019-nCoV. On **January 27, 2020**, the Florida Department of Health began sending updates informing partner agencies that readiness and response activities were being prepared if cases began to occur in Florida.

**January 29, 2020**, the World Health Organization declared the worldwide outbreak a Public Health Emergency of International Concern. **January 31, 2020**, the United States Secretary of Health and Human Services declared a Public Health Emergency.

**February 11, 2020**, the World Health Organization officially designated the disease caused by the virus as Coronavirus Disease 2019, or COVID-19. International fatalities from COVID-19 quickly surpassed those from previous outbreaks of this family of viruses MERS, causing additional concern.

**March 1, 2020**, two patients in Florida were confirmed to have COVID-19, one in Hillsborough County and one in Manatee County, and the Florida State Surgeon General declared a Public Health Emergency through Executive Order 20-51.

**March 11, 2020**, the World Health Organization declared COVID-19 a global pandemic.

**March 13, 2020**, the first case of COVID-19 is reported in Pinellas County.

## **2 POLICIES AND PROTECTIVE MEASURES**

The pandemic posed a multitude of challenges as information about how it was spread, the extent of medical impacts and deaths, and the most effective ways to reduce the spread kept evolving throughout the event.

The early months of the pandemic had communities look at those that experienced COVID-19 before them and the actions being implemented internationally, nationally, and locally. As cases and deaths rose, health care systems became overwhelmed, and personal protective equipment was hard to procure. Countries implemented very restrictive measures including full lockdowns with very limited movement of essential personnel. As time progressed, a variety of measures from social distancing, limiting crowds, virtual schools, work and meetings, masking requirements, and policies regarding vaccination compliance were implemented, modified, and sometimes rescinded. Public health concerns, economic impacts, personal freedoms, and political and public opinion often became the subject of heated exchanges in public venues and the media. With disparities over how data was collected and analyzed, federal and state guidelines and policies shifting and sometimes conflicting, policymakers navigated uncharted waters. This section highlights some of the actions taken. A full listing of Federal, State, and County Executive Orders and Ordinances can be found in Appendices 1-3.

<b>FL State of Emergency</b>	March 9, 2020 – June 26, 2021
<b>Local State of Emergency</b>	March 13, 2020 – May 7, 2021
<b>National Emergency</b>	March 14, 2020 – still in effect

**February 12, 2020**, Pinellas County Emergency Management (PCEM) activated the Emergency Operations Center (EOC) to a Level 3 – Enhanced Monitoring and began coordination and planning efforts.

**March 1, 2020**, the Governor issued Executive Order 20-51 declaring a Public Health Emergency.

**March 2, 2020**, the Pinellas County Executive Policy Group started meeting to discuss necessary strategies, legal policies, and protective measures.

**March 3, 2020**, coordination calls with partners started and the first situation report was disseminated on **March 4, 2020**.

**March 7, 2020**, the State of Florida Emergency Operations Center activated to a Level - 2 Partial Activation.

**March 9, 2020**, Governor DeSantis issued Executive Order 20-52 declaring a State of Emergency in Florida.

**March 13, 2020**, the Pinellas County Board of County Commissioners declared a Local State of Emergency, and the Emergency Operations Center was activated to a Level 2 – Partial Activation. The Citizens Information Center was opened and the Pinellas County Sheriff’s Office delivered letters outlining requirements issued by the Agency for Health Care Administration and the state of emergency to all long-term healthcare facilities. The Pinellas County Business Technology Services met with County departments to discuss telecommuting technology and options. The St. Petersburg Grand Prix was canceled. This was one of the first major local events to be canceled due to the pandemic.

First case in Pinellas County

BayCare opens a drive thru testing site

**March 14, 2020**, the President of the United States declared the outbreaks of COVID-19 a National Emergency. The Centers for Disease Control issued a “No Sail Order for all cruise ships. Pinellas County Schools announced the closure of schools from March 16 – 27, including all extracurricular activities. On **March 16, 2020**, this was extended to mid-April.

**Federal Restrictions** - Start February 2, 2020 with air travel

**State Restrictions** – March 17, 2020 EO20-68 placed limitations on bars, pubs, nightclubs and restaurants

**County Restrictions** – March 17, 2020 alcohol sales to cease by 10:00 pm

**March 16, 2020**, the Centers for Disease Control issued the *15 Days to Slow the Spread* guidance, and on **March 17, 2020**, Governor DeSantis issued Executive Order 20-68, which required the following to occur: closure of all bars, pubs, and nightclubs in the state; restaurants to limit their building occupancy to 50% occupancy, implement social distancing of at

*Working Groups established to address anticipated community impacts*

*Figure 1: PCED and PCC create a COVID-19 video for businesses in the Emergency Operations Center on March 16, 2020.*



least six (6) feet between parties, and limit parties to no more than ten (10) people; and social distancing of at least six (6) feet between individuals/groups, and limitations on gatherings of more than ten (10) people on public beaches. Following this, the County Administrator issued Resolution 20-16 in which alcohol must stop being served by 10:00 pm nightly. **March 18, 2020**, the Pinellas County Sheriff's Office issued letters to owners and managers of hotels, restaurants, and bars regarding the limitations set forth by the Governor and the County Administrator.

**March 20, 2020**, Governor DeSantis issued multiple Executive Orders as COVID-19 cases continued to rise. Executive Order 20-69 was issued, which suspended any Florida State Statute requiring local governments to have in-person quorums and allowed technology solutions instead. Executive Order 20-71 further limited the sale of alcoholic beverages, suspended restaurants from allowing customers to eat on-premises (dine-in), and closed gyms and fitness centers. Executive Order-20-72 was issued, prohibiting healthcare facilities from providing non-essential elective medical procedures as recommended by the Centers for Medicare and Medicaid Services, the Florida State Surgeon General, and the Agency for Health Care Administration.

*Figure 2: Sheriff Bob Gualtieri and Clearwater Police Chief Daniel Slaughter conduct a press conference at Clearwater Beach.*



Florida and Pinellas County are desired locations for spring break activities and media reports showing large crowds on the beaches became national and international headlines. The City of Clearwater announced, that Clearwater Beach will close starting on Monday, March 23. **March 20, 2020**, the BCC passed Resolution 20-17, closing beaches and beach parking beginning at midnight on March 21. Pinellas County Administration and the Pinellas County Sheriff began meeting with City Managers on closures, policy decisions, and response activities.

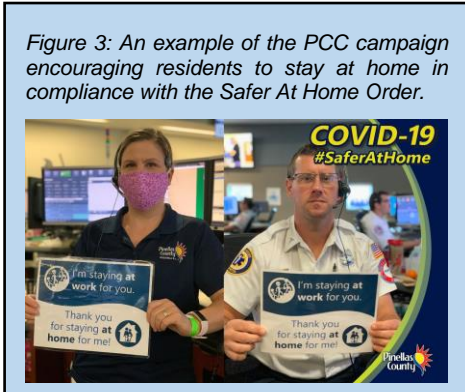
*County Staging Area established*

The Governor issued Executive Order 20-80 regarding airport screening and isolation of individuals from areas of substantial community spread of COVID-19. This required the 14-day isolation of residents traveling to Florida from certain areas with outbreaks (Connecticut, New Jersey, and New York) and for the Florida Department of Health to

coordinate the screening of passengers at airports.

**March 25, 2020**, Executive Order 20-83 directed the Florida State Surgeon General to issue multiple public health advisories, urging residents with certain health conditions to stay home, and for all residents to avoid social gatherings and work remotely. The Florida Department of Health issued a Public Health Advisory, advising residents of vulnerable populations to limit interactions with people outside of their homes.

*First Death  
in Pinellas  
County*



*Figure 3: An example of the PCC campaign encouraging residents to stay at home in compliance with the Safer At Home Order.*

The Board of County Commissioners passed Resolution 20-20 “Safer at Home” ordering individuals, places of public and private assembly, and businesses to follow guidelines to prevent the spread of COVID-19.

**March 27, 2020**, Executive Order 20-86 further expanded the restrictions for those traveling to Florida from areas with community spread, requiring the Florida Department of Transportation and the Florida Highway Patrol to set up checkpoints at various locations where vehicles can enter the

*Non-Congregate  
Shelter set  
up for  
homeless.*

state. Finally, Executive Order 20-87 suspended vacation rentals in the state.

**March 28, 2020**, the White House extended social distancing measures until the end of April 2020. Pinellas County Sheriff’s Office distributed more than 18,000 signs to businesses to comply with the Safer At Home order. Pinellas County Sheriff’s Office TIPS line reported receiving more than 150 complaints within the first few days of operation.

*Local  
production of  
face shields  
begins.*

**April 1, 2020**, Governor DeSantis issued Executive Order 20-91, limiting activities and business to only essential workers, such as those caring for a loved one, working within a critical infrastructure sector, or obtaining critical supplies. Following this Executive Order, the Board of County Commissioners passed resolution 20-23, further supporting the Governor’s Executive Order by ordering nonessential services or activities to close. Executive Order 20-92 further clarified that Executive Order 20-91 superseded any conflicting local information.

**April 7, 2020**, the Board of County Commissioners held its first virtual meeting.

**April 10, 2020**, Executive Order 20-103 extended Executive Order 20-87 regarding vacation rental closures.

**April 18, 2020**, the Governor announced that K-12 schools would remain closed for the remainder of the academic year and continue distance learning.

**April 20, 2020**, the Governor’s Reopen Florida Task Force began meeting to develop a plan for re-opening Florida’s economy.

*500 Cases  
in Pinellas*

**April 28, 2020**, the Board of County Commissioners voted to re-open public beaches and parking starting Monday, May 4, with residents required to follow social distancing guidelines pursuant to Resolution 20-34. The Board of County Commissioners also voted to re-open community pools at 50% capacity pursuant to Resolution 20-33, and private playgrounds at child care centers pursuant to Resolution 20-35 starting April 30 with the same social distancing requirements applicable.

Cases in  
Long -  
Term Care  
Facilities  
start to  
increase

**April 29, 2020**, the Governor issued Executive Order 20-111 and 20-112, the first phase of Florida's recovery.

**May 1, 2020**, the Board of County Commissioners issued 20-39 clarifying restrictions and Order 20-6 terminating the restriction on alcohol sales.

**May 4, 2020**, public beaches and public beach parking reopened following the Board of County Commissioners' decision.

**May 5, 2020**, the COVID-19 Re-Open Florida Task Force Report was released.

Florida Department of Business and Professional Regulation approved Pinellas County to resume short-term rental reservations and check-ins effective immediately.

**May 28, 2020**, the Board of County Commissioners issued Resolution 20-46, removing local restrictions on beaches, pools, and playground equipment under the Governor's phased reopening.

**June 8, 2020**, Emergency Management transitioned the Emergency Operations Center (EOC) from a Level 2 – Partial Activation to a Level 3 – Enhanced Monitoring with very limited staffing from other agencies remaining to support operations at the EOC, most of which are coordinated remotely.

Weekly  
Deaths  
increase  
6/07- 17  
6/14- 34  
6/21- 83

**June 17, 2020**, guidance is released for how government entities can order bulk quantities of cloth face masks from the United States Department of Health and Human Services. The City of St. Petersburg enacted Executive Order 2020-24, stating that employees of businesses within the city will be required to wear a face-covering in certain areas of the business location.

**June 24, 2020**, the Board of County Commissioners emergency ordinance 20-14 went into effect at 5:00 pm, requiring residents to wear a face-covering while indoors at public places within Pinellas County with some exceptions.

**June 26, 2020**, the County Information Center was re-activated due to an increase in inquiries related to the mask ordinance. The Florida Department of Business and Professional Regulation issued Order 2020-09, suspending sales of alcoholic beverages for consumption on the premises of businesses that derive more than 50% of gross revenue from sales of alcoholic beverages.

100 Deaths  
in Pinellas  
County

Beginning on **July 6, 2020**, face-coverings were required within Pinellas County Government buildings.

**July 17, 2020**, the Pinellas County School Board issued information to students and parents about options for returning to school in August.

Drive Thru  
Testing site  
at Mahaffey  
Opens



**September 6, 2020**, the Florida Department of Business and Professional Regulation rescinded their Department’s Executive Order 2020-09 through Executive Order 2020-10. Beginning Monday, September 14, 2020, bars and other alcoholic beverage vendors could resume sales and service of alcoholic beverages for consumption on the premises per Phase 2 of Florida’s Safe, Smart, Step-by-Step Plan for Recovery as established in Executive Order 20-139.

Governor issued Executive Order 20-244 that the state will be moving into Phase 3 of reopening.

**October 1, 2020**, Governor’s Executive Order 20-211 regarding Mortgage Foreclosure and Eviction Relief expired to avoid confusion with the Center for Disease Control’s nationwide residential evictions Order (85 FR 55292) that provided federal eviction relief to persons who submit a valid Declaration to their landlord regarding their inability to pay rent.

**November 1, 2020**, the Centers for Disease Control announced the end of the no sail order for cruise ship companies.

<b>December 11, 2020</b>	Pfizer Vaccination granted Emergency Use Authorization
<b>December 14, 2020</b>	Pilot vaccine program in Nursing homes begins
<b>January 16, 2021</b>	Community based vaccine sites open in Pinellas

1,000  
Deaths in  
Pinellas

**January 21, 2021**, the Pinellas County Administrator issued Emergency Order 21-3 COVID-19 Requirements for Outdoor Large-Scale Special Events.

**March 8, 2021**, the Centers for Disease Control announced that fully vaccinated people could gather indoors without masks.

**March 15, 2021**, the Governor issued Executive Order 21-62 amending Executive Order 20-315 Vaccine Administration/Protecting Florida’s Seniors expanded vaccine eligibility to the general population aged 60 and older.

**March 19, 2021**, the Centers for Disease Control announced kids in school can socially distance to three feet from six feet.

**April 2, 2021**, Governor DeSantis issued Executive Order 21-81 Prohibiting COVID-19 Vaccine Passports - No Florida government entity, or its subdivisions, agents, or assigns, or business shall be permitted to issue vaccine passports, vaccine passes, or other standardized document certifying an individual's COVID-19 vaccination status to a third party, or otherwise publish or share any individual's COVID-19 vaccination record or similar health information.

**April 27, 2021**, the Centers for Disease Control updated their guidance for fully vaccinated people to include new mask guidance during certain outdoor activities. Two days later, the Florida State Surgeon General issued a public health advisory rescinding previous COVID-19 Public Health Advisories and advises that State government offices

should be conducting in-person operations to carry out their duties.

**June 27, 2021**, the State Emergency Operations Center returned to a Level 3 – Normal Operations status. Florida Division of Emergency Management transitions responsibility for the COVID-19 response to the Florida Department of Health.

### **3 EMERGENCY OPERATIONS CENTER**

The response for COVID-19 posed unique challenges and opportunities in terms of how the Emergency Operations Center was activated, staffed, and operated. It did not require 24-hour operations, we could not bring in hundreds of people to sit side by side, and there would be no physical damages to infrastructure in relation to the pandemic, so the ability to communicate and move about the county was not limited. This was an incident that we knew could be long-lasting and impact the community in ways that would deviate from an acute incident. The health and medical sector of our community would be stressed repeatedly and coordination with the entire sector over two years expanded the number of agencies and personnel involved. The establishment of Working Groups helped aid the broad-reaching coordination that was required for this event. Greater detail on those groups can be found in section 6.

As mentioned in the Incident Summary section, the pandemic was not the only event to occur during the two-year time frame. The county experienced three severe weather events, including two tornados (2020 and 2021), the threat of seven tropical events with two causing impacts and requiring sheltering, Eta in 2020 and Elsa in 2021, a presidential election in November 2020, a national cyber-attack on a pipeline that threatened gas supplies, the Super Bowl in Tampa, the Piney Point Phosphate (Manatee County) releases into the Gulf of Mexico and Red Tide. Changes in the local, state and federal operations were implemented including the development of Co-Response Plans that outlined how entities would handle a pandemic and other incidents at the same time. The implementation of virtual EOCs and damage assessments, increased risk shelter spacing, and state, and federal supported hotels for COVID-19 added complexity to normal operations. Plans for how to staff the Emergency Operations Center and operate shelters with social distancing if a hurricane were to occur had to be established.



*Figure 4: Planning for hurricane shelters during the pandemic.*

Worldwide impacts and global supply chain issues limited the ability of locals to procure resources and mutual aid resources were limited. This created an increased reliance on the state and federal entities for procurement and allocation of resources. Prioritization of resources were allocated where cases were surging and resources that are normally available for communities during a disaster became very difficult to find. Verification and reliability of services and goods was another challenge as substandard personal protective equipment and vendors offering services flooded the marketplace. The ability to have pre-negotiated contracts with guaranteed standards of quality diminished. Prices

for personal protective equipment skyrocketed as compliance with federal standards were not guaranteed and vendors would often sell their products to the first entity that could secure the funding. Medical gowns that were \$.40 a piece increased to \$9 a piece during the height of demand. Global competition was fierce. Countries that made products stopped exporting them and the supply chain of raw material needed to produce products was interrupted and unable to keep up with demand. The logistics of supporting response activities have continued into 2022 with the need for testing sites and personal protective equipment support. Additional information on the resource requests and support can be found in section 4.

Coordination calls were done through conference calls, Microsoft Teams, Zoom, and GotoWebinar and were effective. The number of calls needed, due to the level of coordination across so many sectors, increased exponentially with multiple calls occurring simultaneously with information being consolidated through meeting notes and action items and presented during Partner Calls and via Situation Reports. This enabled us to speak to and coordinate with a lot more entities than we have traditionally needed to coordinate with.

Figure 5: Sample schedule of calls conducted

C. Conference Calls:	
Alternate Care Sites Conference Call	Thursday, 04/09 at 10:00 AM
Alternate PPE Conference Call	Tuesdays, 04/07 at 10:00 AM
Behavioral Health	Friday 04/10 at 9:00 AM
Behavioral Health – Patient Flow	Monday, Wednesday, and Friday at 1:00 PM
Business	<b>Mondays and Thursdays 9:00AM</b>
Community Partners (Response Operations Coordination Group)	Mondays, Wednesdays, and Fridays at 2:00 PM
Community Well-Being	Thursdays at 1:00 PM
County Administration/City Managers	TBD
Data Management	<b>Tuesday and Fridays (time TBD)</b>
EMS/Fire	TBD
Executive Policy Group	Weekdays at 8:00 AM (weekends variable)
Feeding	Wednesdays at 10:30 AM
Florida Department of Health - Aging and Vulnerable Populations	Tuesdays at 11:00 AM
Homeless Support	Mondays at 3:00 PM
Hospital	Mondays and Thursdays at 12:00 PM
Nursing Home, ALF, and Home Health	TBD
Region 4 Emergency Management	Tuesdays and Fridays at 4:00 PM
Regional Public Information Officer	Mondays and Wednesdays at 3:15 PM
State Emergency Management	Daily at 11:15 AM
State Emergency Management and County Feeding Coordination	Thursdays at 1:30 PM

The COVID-19 response has been unlike any other previous emergency response. Pinellas County Emergency Management split staff members into COVID and Non-COVID operations, so it could continue to support the planning and operational needs that arose. The activation levels of the Emergency Operations Center were adjusted for all events, and when possible, remote activation was employed.

<b>Emergency Operations Center Days Activated</b>	
Level 1 – Full Activation	54
Level 2 – Partial Activation	376
Level 3 – Enhanced Monitoring	43
<b>Situation Reports Issued</b>	91
<b>Conference/ Coordination Calls</b>	1,941
<b>New Alert Pinellas Subscribers</b>	21,610
<b>County Information Center Calls</b>	9,978
<b>Live Chats</b>	2,685
<b>Pinellas County Sheriff’s Office TIPS line calls</b>	1,447
<b>Resource Requests</b>	5,478

#### **4 HEALTH AND MEDICAL**

COVID-19 drastically challenged the resources and personnel across all medical sectors. Over the last two years public health entities, Emergency Medical Services and ambulance transport, hospitals, long-term care facilities, doctor’s offices, and private pharmacy providers have faced increased demand and decreased resources, including staffing. Early on, limited testing capabilities saw many people going to emergency rooms. Calls to 911 and transport requests increased not only from the public but also from nursing homes and assisted living facilities as cases spread. Personnel were asked to work longer hours, more shifts, with less protective equipment, and, initially, with many unknowns as to how best to deal with the virus. Intensive Care Units became overrun with patients and many facilities had to expand, as able, into other areas of their facilities. Demand for ventilators outweighed the supply, personal protective equipment was re-used, sanitized, and rationed to personnel. The search for field hospitals and alternate care sites was very difficult as every community was searching for the same resources and states prioritized requests in areas with higher populations and case rates. Alternate personal protective equipment was sought out and hospital personnel at times wore garbage bags as gowns.

This section provides an overview of activities in relation to six main areas; Emergency Medical Services, Health Care Facilities, Personal Protective Equipment, Testing, Vaccinations, and Treatments. This section primarily touches on areas where the county was involved directly or had available data to include.

<b>January 31, 2020</b>	National Public Health Emergency declared
<b>March 1, 2020</b>	FL Public Health Emergency declared
<b>March 11, 2020</b>	World Health Organization declared COVID-19 a global pandemic.
<b>March 13, 2020</b>	First case of COVID-19 is reported in Pinellas County.

## Emergency Medical Services

Emergency Medical Services saw an increase in call volume and an increase in hospital wait times along with staff shortages, personal protective equipment challenges, and stepped up to lead numerous key initiatives throughout the pandemic. To maintain levels of service throughout the county, they developed a Pandemic Plan that outlined four operational levels, green, yellow, red, and black to help define critical decision points.

**Condition Green:** Influenza/infectious disease present in the community but with minimal additional stress placed on the EMS System. This Condition applies not only to declared Pandemic situations but logically applies to known seasonal influenza epidemics, during which time it would be a baseline level of function.

**Condition Yellow:** Influenza/infectious disease widespread in community with some impact on the workforce and/or significant increase in Influenza-Like-Illness (ILI) (or other appropriate disease-specific syndrome) related transports. Hospital resources are also starting to be impacted. This Condition is roughly equivalent to the impact of a moderate to severe seasonal influenza epidemic.

**Condition Red:** Influenza/infectious disease widespread in a community with definite impact on the workforce, including things like childcare issues, mandatory overtime, and even alternate staffing plans. Hospital critical care resources may be severely limited if disease acuity is high, potentially causing alterations in EMS treatment protocols. Minor alterations in responses may occur, but all calls would probably still receive responses.

**Condition Black:** All resources severely stressed. Federal, State, and/or Local authorities authorize implementation of Altered Standards of Care.

During the pandemic, Emergency Medical Services used this system five times through Medical Control Directives signed by the Medical Director.

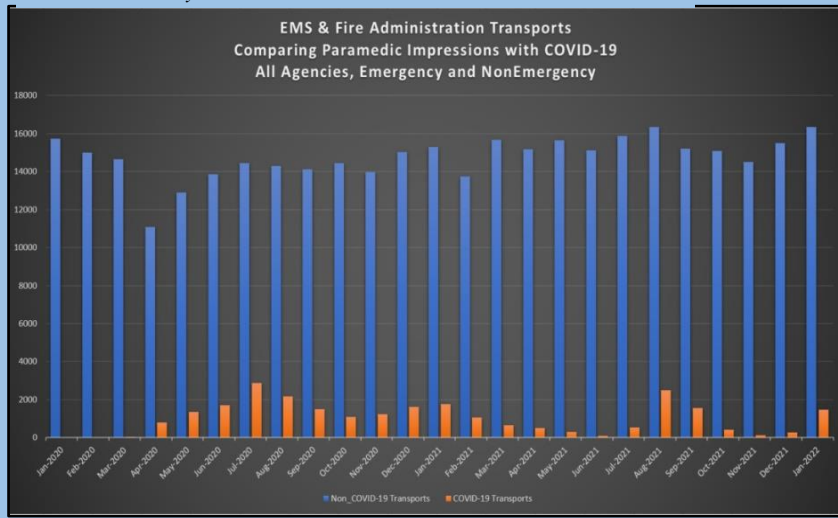
<b>May 26, 2021</b>	MCD 2021-07	Condition Green
<b>July 29, 2021</b>	MCD 2021-14	Condition Red
<b>August 4, 2021</b>	MCD 2021-15	Condition Yellow
<b>October 29, 2021</b>	MCD 2021-20	Condition Green
<b>December 29, 2021</b>	MCD 2021-23	Condition Yellow

Throughout the event, they have monitored and managed increases in calls, including tracking increases in respiratory isolation, number of transports, and bed delays at the hospitals that impacted the ability of the responders to get back on the road to assist with other emergency calls. As cases in nursing homes and assisted living facilities escalated with requests to transport numerous patients at a time, Fire and Emergency Medical Services developed a system to assist on the scene with triage and spreading transports between receiving facilities. Fire and Emergency Medical Services crews had a first-hand look at conditions within long-term care facilities and assisted with conducting assessments of the sites, identifying if they had personal protective equipment needs and assisting with fit testing of respirators. At the height of the Delta variant in the fall of 2021, additional vehicles were put in service by fire departments to supplement the transport needs. First responders also experienced staff shortages due to exposures and

infections. During the Omicron variant in the winter of 2021 into early 2022 staff shortages of up to 30% were reported by some agencies.

Emergency Medical Services providers developed the first model for communal sites to provide vaccinations, and were instrumental in setting up and operating the Community Based Vaccine sites.

*Figure 6: Emergency and Medical Services and Fire Transports  
June 2021 – January 2022*



*Figure 7: Municipal Fire crews assist with fit testing for Nursing Home staff.*



*Figure 8: Municipal crews assist with community vaccine sites.*



## 4.1 Personal Protective Equipment

The global supply chain of personal protective equipment was impacted due to heavy reliance on products manufactured abroad, especially in China. Increased demand for products and limited ability for the production of items due to international lockdowns, illnesses, and the ability to acquire materials created worldwide shortages. Local health providers that had established contracts with regular deliveries experienced decreases in their allotments. Smaller facilities that did not have established contracts and relied on local businesses for supply encountered limitations on how much they could buy or no availability due to panic buying and shortages.

The Department of Administrative Services provided key support with the distribution of personal protective equipment, signage, installation of UV lights for HVAC units, additional COVID-related cleaning and fogging services for the benefit of all County departments and Appointing Authorities, allowing vital community services to remain operational and available to the public, as well as essential services, such as law enforcement, detention, and Courts. A committee consisting of the Chief Judge, Courts Administrator, and Department of Administrative Services partnered to follow Governor’s orders related to Florida Supreme Court mandates; additional testing, screenings, and extensive modifications to jury and courtrooms.

**March 17, 2020**, the Florida Division of Emergency Management announced that they would be ordering additional supplies and personal protective equipment through direct federal assistance.

Mid-March the Agency for Health Care Administration sent a memo to all long-term care facilities to contact their county emergency management office for assistance with personal protective equipment. Resource requests increased exponentially.

**March 19, 2020**, the County Staging Area in partnership with the Pinellas County Sheriff's Office was opened to start receiving shipments of supplies from the State. Initial shipments were very limited due to the availability of items.

The Centers for Disease Control and the Federal Drug Administration issued additional guidance regarding personal protective equipment optimization. The Federal Emergency Management Agency issued guidance that for the duration of the public health emergency, governmental and non-governmental organizations seeking Public Assistance may seek non-competitively sourced contracts to protect public health and safety. The Emergency Medical Services group identified alternatives for crews to utilize in the field to reduce the burn rate of personal protective equipment.

**March 23, 2020**, the Business Working Group started working with local businesses to determine if they could manufacture alternate personal protective equipment and to identify other businesses that may have critical supplies. Dentist offices, hair salons, tattoo parlors, and others were contacted to see if they could provide supplies. On **March 25, 2020**, the County opened three personal protective equipment donation sites.

**March 24, 2020**, the County began purchasing personal protective equipment to support responders. The first procurement was done through a family-owned dental supply company that had gloves and surgical masks available as dentist offices were closed. The County continued to procure personal protective equipment to support the response including testing and vaccine operations and worked to establish a 90-day supply of items to have on hand as additional waves of the COVID-19 variant impacted our community.

**April 3, 2020**, the City of Pinellas Park began collecting and sterilizing N-95 masks for reuse, sterilizing up to 1,000 N-95 masks per day to support first responders, hospitals, and some nursing homes.

Critical items that were sent by the state or procured locally included procedure masks, N-95 masks, face shields, gloves, gowns, hand sanitizer, band-aids, sharps containers medical-grade wipes, paper towels, spray bottles, and trash bags.

As of March 18, 2022, Pinellas County Emergency Management and partners have supported 5,520 mission requests.

*Figure 9: Pinellas Park Fire collected and decontaminated N-95 masks for response agencies.*

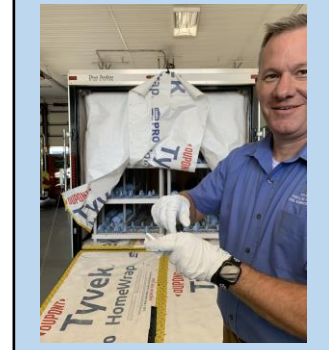


Figure 10: Resource Requests received through the Logistics Section of the EOC.

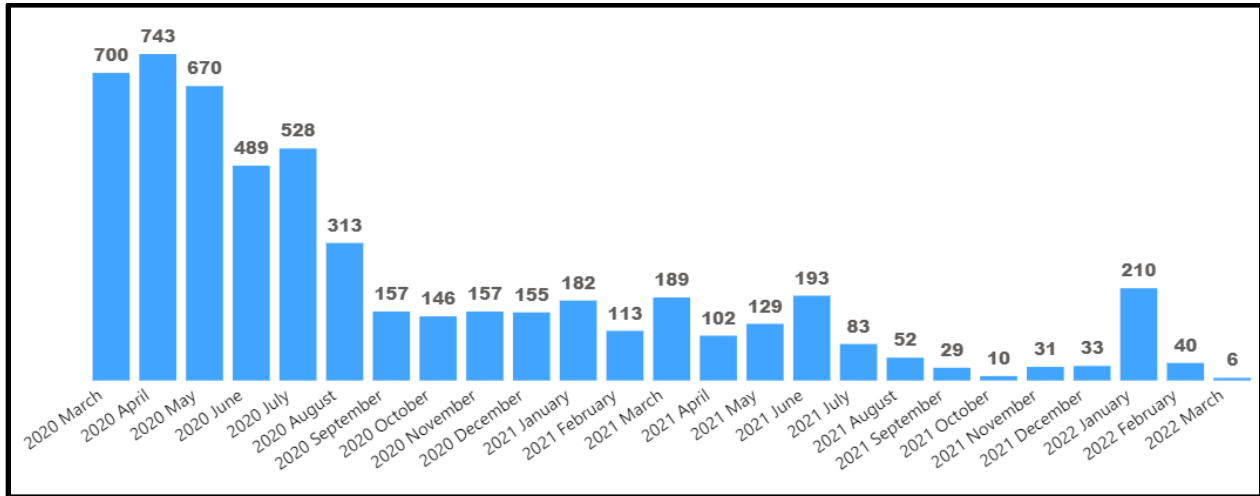
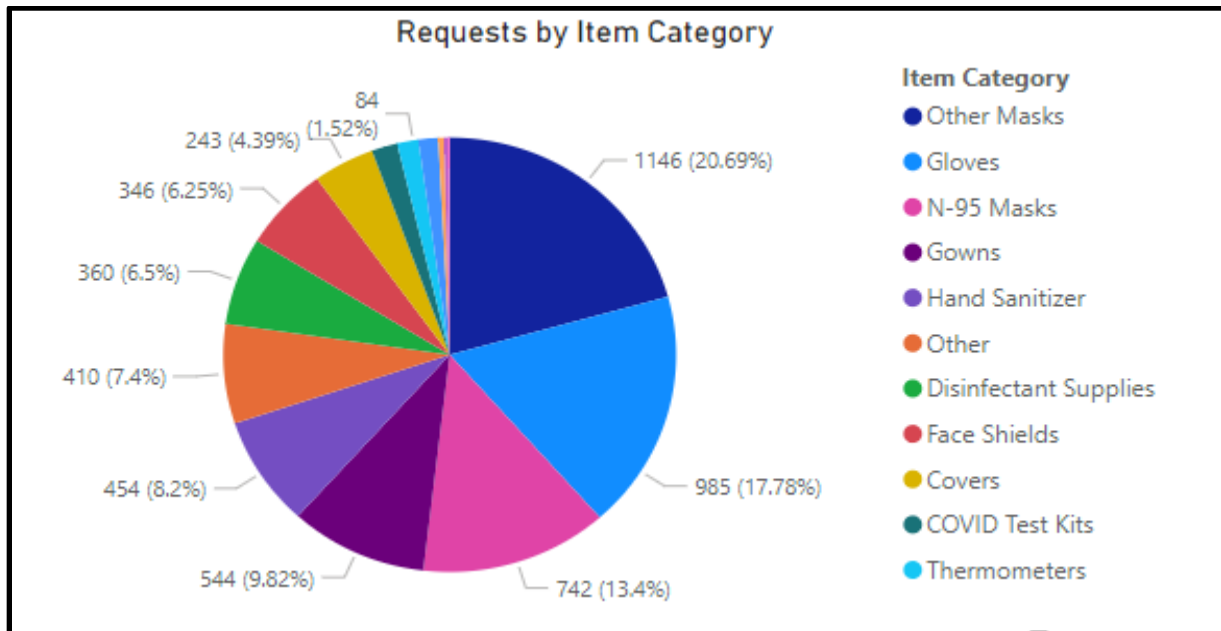


Figure 11: Resource Requests by Item Type



## 4.2 Health Care Facilities

As COVID-19 swept through other countries, people over 65 and those in congregate living facilities were identified as some of the most vulnerable. Pinellas County has 252 long-term care facilities with a total capacity of 16,443 clients and an overall population of 240,000 people over the age of 65.

In **March 2020**, Pinellas County quickly identified the need for non-congregate sheltering of homeless individuals and families to help slow the spread of COVID-19 and reduce the burden on the local hospital system. Community partners collaborated to



construct a dynamic and cost-effective on-demand system of placing individuals and families in need of quarantine or isolation at participating local hotels/motels. With a primary goal to provide a safe location for homeless individuals to quarantine and isolate, the program delivered additional services to further improve the lives of the clients served including housing for street homeless upon discharge and connections to free medical programs. Pinellas County's COVID-19 Non-Congregate Sheltering Response was the first in the state that was approved for the Federal Emergency Management Agency's Public Assistance program for a homeless quarantine and isolation program utilizing hotel partners.

Pinellas County was able to use the information gleaned and the process developed to address similar needs for indigent community members and first responders who had a COVID-19 exposure or positive test and shared a residence with a high-risk individual thus requiring isolation outside their home. The program ran from March 21, 2021 to October 29, 2021 and served 300 homeless, 16 community members, and 7 first responders at 7 participating hotels.

**March 20, 2021**, Executive Order-20-72 was issued, prohibiting healthcare facilities from providing non-essential elective medical procedures as recommended by the Centers for Medicare and Medicaid Services, the Florida State Surgeon General, and the Agency for Health Care Administration.

**April 10, 2020**, a walkthrough of Tropicana Field was conducted with the United States Army Corps of Engineers to evaluate the site as an Alternate Care Site if necessary.

**April 23, 2020**, County, municipal and special fire districts developed a plan to assign liaisons to healthcare facilities to conduct Conditions, Actions, and Needs (CAN) reports to help prevent and mitigate COVID-19 outbreaks at facilities. All facilities were asked to conduct self CAN reports in addition to fire liaisons conducting field inspections. Fire and Emergency Medical Services personnel also started assisting with fit testing for N-95 respirators for nursing home and assisted living facility staff.

**April 29, 2020**, Sunstar Paramedics and municipal and special fire districts began conducting swab testing for COVID-19 at assisted living facilities and nursing homes on Wednesdays and Saturdays.

**June 17, 2020**, released two rules, Emergency Rule 59AER20-4 and Emergency Rule 59AER20-5, that nursing home and assisted living facility staff must be tested every two weeks as supported by the State, with the Florida Division of Emergency Management and Florida Department of Health coordinating the resources and information for the requirement.

**June 19, 2020**, the Pinellas County Medical Director issued Medical Directive 2020-18, giving hospitals the ability to enact a COVID-19 Specialty Divert Status.

**July 17, 2020**, the Agency for Health Care Administration released an emergency rule to assist hospitals with discharging some COVID-19 patients back to long-term care facilities (59AER20-6). In mid-July, Pinellas County was able to identify and designate several "Super Skilled Nursing Facilities (SNFs)" to relieve discharge issues from hospitals. The Super SNFs were designated skilled nursing facilities that agreed to take discharge

patients from hospitals who were not critical but were still testing positive for COVID-19 and could not go back to their original facilities. This required a special designation by the Agency for Health Care Administration.

Pinellas County modified hurricane shelter operations to include COVID-19 considerations, including social distancing and opening more sites for each level of storm. This created shelter space deficits starting at a Category 3 hurricane evacuation scenario.

**March 21, 2021**, the State lifted limitations on long-term care facility visitation. Nursing homes must follow revised federal Centers for Medicare and Medicaid Services visitation guidelines and core principles of infection prevention. Assisted living facilities and other long-term care facilities must follow state and federal recommendations and industry best practices for visitation, infection prevention, and the screening and triage of everyone entering a facility for signs and symptoms of COVID-19.

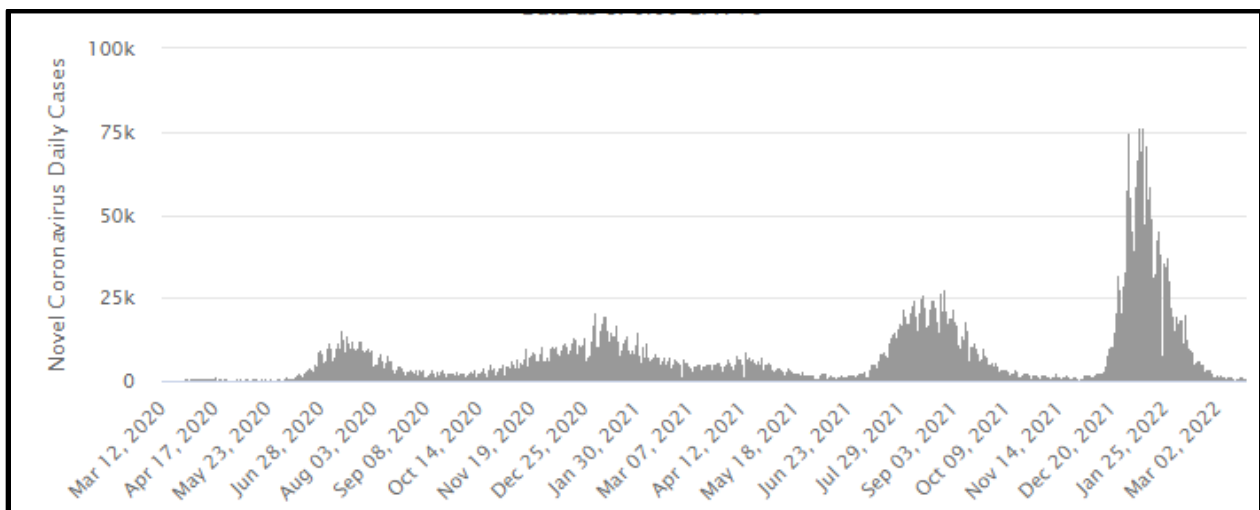
### 4.3 Testing

Testing capacity was limited at the beginning of the pandemic with hospital systems and private labs initiating early testing sites. During peaks of the different variants, demand for testing overwhelmed private sector providers and community-based sites were opened. At times supplies would be very limited or the ability of labs to process the test results within a day or two would become challenged. Like many other aspects during the pandemic, partners worked around the clock to expand capacity to meet the needs.

**Mid-March 2020**, the County met with BayCare Health systems to discuss drive-thru testing. BayCare opened two drive-thru testing sites in the region, one of which was in St. Pete at their Carillon location. **June 2020**, BayCare partnered with the County to run a testing site at Tropicana and then at Ruth Eckerd Hall through the end of May 2021.

Additional testing sites opened up as supplies became available and on May 4, 2020, COVID-19 testing began in Pinellas County through the Community Health Centers.

Figure 12: Florida Cases of COVID-19 as of March 22, 2022 (Source: [worldometers.info/coronavirus/usa/florida/](https://worldometers.info/coronavirus/usa/florida/))



### Community-Based Testing Sites

**June 26, 2020**, through combined efforts from local and state partners Pinellas County Community-Based Testing Sites, were opened and operational through **May 28, 2021**, and additional testing sites were operated again in the late summer of 2021, for the Delta variant and 2022 for the Omicron variant.

COVID-19 testing was a joint effort between Pinellas County, the City of St. Petersburg, the City of Clearwater, Florida Division of Emergency Management, Florida Department of Health in Pinellas, BayCare, Mahaffey Theatre, Ruth Eckerd Hall, and Tropicana Field.

*Figure 13: Community-Based Testing Sites Run or Supported by Pinellas County*

Location	Dates	Total Tests
Tropicana Field - County and BayCare partnership	June 26, 2020 – July 31, 2020	5,443
Mahaffey Theatre – County with State Support	July 7, 2020 – October 2, 2020	31,908
Ruth Eckerd Hall- County and BayCare partnership	August 7, 2020 – May 28, 2021	15,138
Tropicana Field – County with State Support	October 7, 2020 – May 15, 2021	141,415
Center for Health Equity – DOH and CDR Maguire	August 9, 2021 – January 31, 2022	71,516
Roma Building in Largo - County, DOH and CDR Maguire	September 18, 2021- October 29, 2021	1,943
	December 31, 2021 – March 18, 2022	24,617
Tropicana – City of St. Pete and Private Vendor	January 13, 2022 – February 20, 2022	21,413
<b>Total COVID-19 Tests</b>		<b>313,393</b>
COVID-19 Antibody Testing at Mahaffey	August 8, 2020 – October 2, 2020	4,011

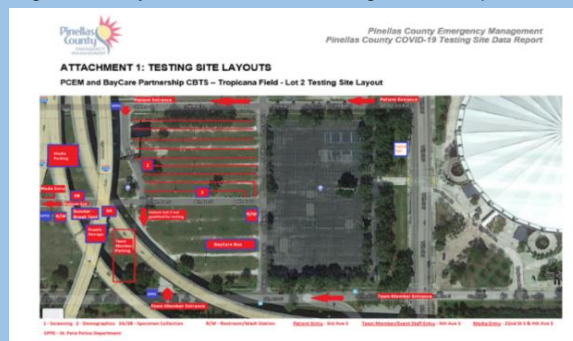


*Figure 15: State contracted nurses at the testing site.*

*Figure 14: County, City and State personnel working at the Mahaffey Community Based Testing site set up in July 2020.*



*Figure 16: Layout of Drive Thru testing Site at Tropicana.*



## 4.4 Vaccinations

**April 30, 2020**, the President launched Operation Warp Speed, an initiative to produce a vaccine for the coronavirus as quickly as possible with the Centers for Disease Control as an integral member.

**October 2020**, as more information on vaccine development, became available, Pinellas County Emergency Management and other county partners began developing a *Vaccine Planning Framework* to track the different types of vaccines being worked on, special considerations, and speculated Emergency Use Authorization dates. This living document grew to help better inform what the needs would be to support vaccine operations and higher risk demographic groups that could be selected for phases of vaccine administration. Several vaccines were being developed with unique handling and dosage requirements.

**November 3, 2020**, FDEM released a draft state vaccination plan. Vaccine planning coordination calls began that week at the state and local levels.

**December 11, 2020**, the Federal Drug Administration issued an Emergency Use Authorization for the Pfizer-BioNTech COVID-19 vaccine and on **December 18, 2020**, for the vaccine from Moderna. Pfizer and Moderna were both two-dose vaccines. Pfizer required ultra-cold storage and the doses were to be given 21 days apart. The Moderna vaccine could be stored in regular refrigeration and the doses were given 28 days apart. Pinellas County ordered variable temperature coolers and a big freezer to be able to accommodate either type of vaccine. Coordination calls with many partners ensued over the next few months to collaborate efforts, determine resource capacities, and share information. The special handling provisions for the Pfizer vaccine were initially a limiting factor for some pharmacies and other providers.

**December 2020**, Pinellas and Broward Counties were selected by the state for a pilot program to provide the Pfizer-BioNTech immunizations to residents and staff of long-term care facilities (LTCFs) as part of the Florida Department of Health's mission to protect the most vulnerable in the community. Among the earliest of those vaccinated were a resident, nurse, and staff member at Carrington Place of St. Pete. As part of this initiative, 68 sites were covered over the course of only five days.

From **December 14, 2020, to January 29, 2021**, 15,013 vaccinations were provided in LTCFs.

<b>December 23, 2020</b>	Vaccines approved in FL for residents and staff of LTCFs, people 65 and older and health care personnel with direct patient contact.
<b>March 3, 2021</b>	Vaccine extended to medically vulnerable persons
<b>March 15, 2021</b>	Vaccine extended to those 60 and older
<b>March 29, 2021</b>	Vaccine extended to those 40 and older

In early 2021, public demand for the vaccine far outweighed the availability and with allocations not confirmed until a few days before shipments, it was extremely difficult to do any long-range planning for vaccine administration. Some counties opened up

appointments weeks in advance and then had to cancel them because they did not get the allocation they hoped. The allocation for vaccines for people 65 and over was 77,000 doses for the entire state the first week of January. Pinellas County has approximately 240,000 people in that age bracket. While the State system for vaccine appointments was still under development, counties looked for ways to manage this complex need, some created their own systems, some utilized systems like Eventbrite and some chose to do a first come first serve basis that saw people camping out overnight in line. Pinellas County contracted with CDR Maguire for a registration system that included the appointments for both doses and vaccine registration and administration processing at the sites.

**January 5, 2021**, the Florida Department of Health in Pinellas begins offering vaccines by appointment for residents aged 65 and older at three of their locations.

**January 11, 2021**, the Pinellas Park Auditorium opens for COVID-19 vaccinations for first responders.

**January 15, 2021**, with only 1,200 appointments available and the high number of website hits (estimated at 15,000 per minute almost four times as much as other counties) the CDR Maguire vaccine website crashed leaving many people frustrated and angry. The County worked with the vendor for a resolution to avoid any issues with future appointment availability and it was corrected quickly.

The Florida Division of Emergency Management began working with counties to coordinate pop-up vaccine events with faith-based communities and 55 plus communities to distribute vaccinations to residents ages 65 and older. As of June 2021, Pinellas County Emergency Management had coordinated with the Region IV Incident Management Teams for 40 vaccination events providing 14,300 doses and FDOH-Pinellas coordinated 66 health equity missions providing 16,433 doses.

**January 15, 2021**, the Center for Health Equity in St. Petersburg opened for COVID-19 vaccinations for healthcare workers as a soft opening, and the next day opened up to the public. The County in partnership with our municipalities, the Florida Department of Health in Pinellas, Center for Health Equity, the State, and contracted agencies operated seven community-based sites to help meet the high demand for vaccinations until the private sector was able to access supply and provide services. The State of Florida determined distribution to each county and utilized age brackets for eligibility for the public starting with those 65 years of age or older.

**January 22, 2021**, the Governor announced a partnership for vaccinations with Publix. County Administration spoke with the Florida Division of Emergency Management Director to assist in getting sites in Pinellas.

**February 3, 2021**, twenty-two Publix stores in Pinellas began offering the Moderna vaccination for the eligible population. Publix estimated they could offer about 30 shots per day per location if they received that amount to provide.

**February 12, 2021**, Walmart and Sam's Club pharmacies began administering COVID-19 vaccines to those eligible through the U.S. Federal Retail Pharmacy Program, six locations open in Pinellas County.

**February 27, 2021**, the Federal Drug Administration approved an Emergency Use Authorization for the Johnson and Johnson one-shot COVID-19 vaccine.

**March 3, 2021**, the Florida Department of Health allows medically vulnerable persons to be vaccinated with a state-approved form filled out by their physician.

**March 13, 2021**, several countries, including Ireland, Iceland, Denmark, and Norway suspend dispensing the AstraZeneca COVID-19 vaccine over concerns of blood clotting.

**March 25, 2021**, vaccines were available at 150 CVS locations, 125 Wal-Mart and Sam's Club locations, more than 70 Winn Dixie locations, soon-to-be over 600 Walgreens pharmacies, and all of the 730 Publix pharmacies across the state.

**April 13, 2021**, the Centers for Disease Control recommended pausing the use of the Johnson and Johnson COVID-19 vaccine due to blood clot complications, then reversed that recommendation ten days later.

**April 27, 2021**, the Centers for Disease Control updated their guidance for fully vaccinated people to include new mask guidance during certain outdoor activities. Two days later, the Florida State Surgeon General issued a public health advisory rescinding previous COVID-19 Public Health Advisories and advised that State government offices should be conducting in-person operations to carry out their duties.

**June 24, 2021**, the Centers for Disease Control expanded the list of people at risk for severe COVID-19 illness by removing the specific age threshold from the older adult classification, noting that risk increases with age. This included people with chronic kidney disease, Chronic Obstructive Pulmonary Disease (COPD), obesity, immunocompromised from a solid organ transplant, serious heart conditions, sickle cell disease, and type two diabetes.

**August 23, 2021**, the Federal Drug Administration approved the Pfizer vaccine for kids 16 and older.

The Pinellas County community-based vaccination sites opened to the public on **January 16, 2021**, and closed on **May 28, 2021**. From **September 29 to October 29, 2021**, a Pinellas County booster site was opened to address a potential surge in demand and operated to provide auxiliary vaccine support to the private sector. They collectively administered 250,155 COVID-19 Pfizer vaccines.

Figure 18: Vaccines Administered at County Community Based Vaccination Sites

Site	Dates	# of First Dose	# of Second Dose	# of Third Dose	Total Vaccines
EMS - Central Pinellas	February 2 – May 7, 2021	55,672	54,128	-	109,800
EMS – Center for Health Equity– St. Petersburg	January 15 – May 28, 2021	31,333	30,702	-	62,035
EMS - Highland Recreation Complex – Largo	January 20 – March 2, 2021	5,760	5,673	-	11,433
EMS - Performing Arts Center - Pinellas Park	March 8 – March 21, 2021	19,974	19,561	-	39,535
EMS - The Auditorium – Pinellas Park	January 11 – March 1, 2021	6,961	6,788	-	13,749
EMS - The Centre – Palm Harbor	January 19 – March 1, 2021	5,730	5,625	-	11,355

CDR McGuire™ - Largo Warehouse – Largo	September 29 – October 29, 2021	26	9	2,211	<b>2,246</b>
<b>Total number of vaccines administered</b>		<b>125,460</b>	<b>122,484</b>	<b>2,211</b>	<b>250,155</b>

Figure 19: Concurrent First and Second Dose Vaccines at the Pinellas County Vaccine Sites, January 11 through May 28, 2021.

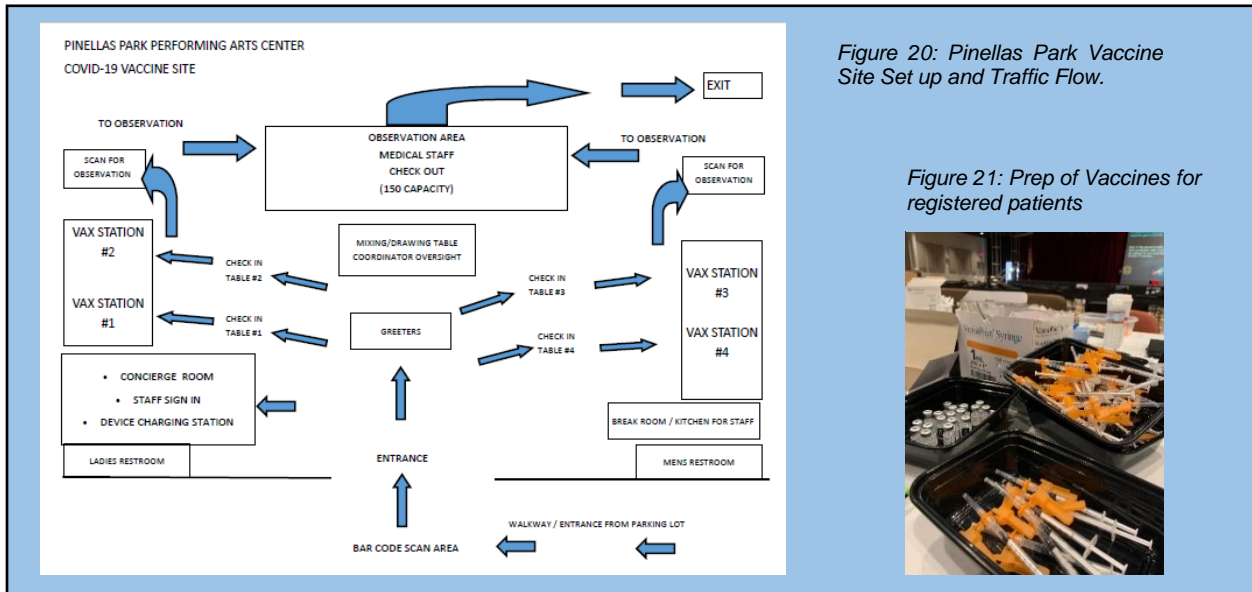
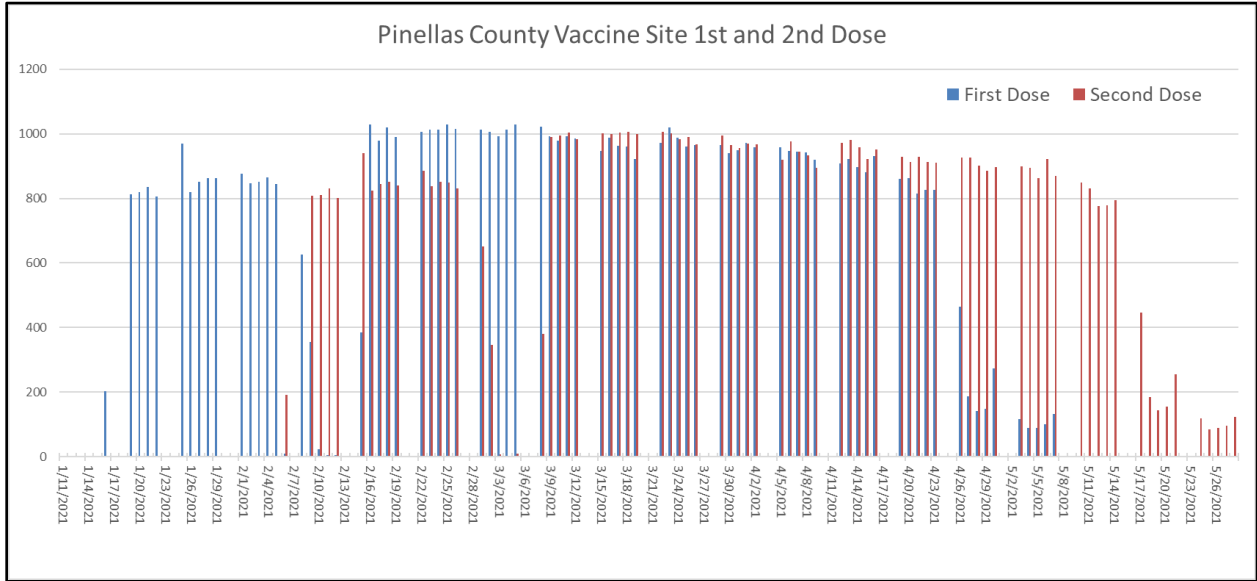


Figure 20: Pinellas Park Vaccine Site Set up and Traffic Flow.

Figure 21: Prep of Vaccines for registered patients



### 4.5 Treatments

**May 1, 2020**, the Federal Drug Administration issued an Emergency Use Authorization for the investigational antiviral drug Remdesivir™ for the treatment of suspected or laboratory-confirmed COVID-19 in adults and children hospitalized with severe disease.

As treatments became more widely available the State started opening sites to offer them

outside of hospital settings.

**August 24, 2021**, the Florida Division of Emergency Management contracted with CDR Maguire to provide monoclonal treatments in Pinellas County through **January 25, 2022**, when the Federal Drug Administration revoked the Emergency Use Authorization by the of the products being used at that location. 9,907 treatments were administered.

#### 4.6 Fatalities

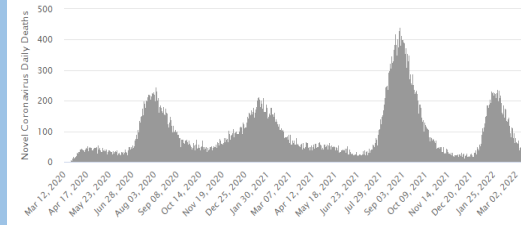
As a precautionary measure, a Mass Fatalities Working Group was set up with the Medical Examiner’s Office early on. This group met with funeral directors to discuss the capacities and the resources needed to support their critical services. **April 3, 2020**, a tractor-trailer refrigerator unit was set up at the Medical Examiner’s Office in case of the need for overflow, luckily it was not needed and was removed on **May 30, 2020**.

The way deaths were reported was done differently from state to state. Pinellas’ death rates were consistent and aligned with the state reporting processes.

Pinellas County has had over 3,000 deaths since the beginning of the pandemic. As illustrated in *Figure 22*, the death rates in Florida surged when new variants were prevalent.

**Figure 22: Daily Deaths in Florida**

(Source: [worldometers.info/coronavirus/usa/florida/](http://worldometers.info/coronavirus/usa/florida/))



#### As of March 22, 2022

	Florida	United States	Worldwide
Coronavirus Cases	5,879,715	81,448,402	473,002,961
Deaths	72,767	998,840	6,107,323

*Per the [worldometers.info/coronavirus/](http://worldometers.info/coronavirus/) website.*

## 5 PUBLIC INFORMATION

The need to provide public information was very challenging as directives were coming from national, state, and local levels and at times were confusing and sometimes conflicting. As new state or local ordinances were passed, the public information officers (PIO) worked with call takers to provide the best available information to the public.

Pinellas County Communications implemented many measures to convey information in multiple languages to the community. Pinellas County outreach since March 21, 2020 (not specific to COVID-19), achieved the ad value equivalency of \$11.5 million and reached 99.7 million people. The media coverage specifically mentioning Pinellas County and COVID-19, reached an audience of 758,000, worth \$130,300. Some additional achievements include:



- Created the standalone, bi-lingual website ([www.covid19.pinellascounty.org](http://www.covid19.pinellascounty.org)) that has been visited by residents more than 7.5 million times.
- Coordinated creation of hundreds of information and graphic design products including 90 bilingual news releases, talking points, flyers, digital graphics, notices, signage, Frequently Asked Questions, and dozens of media alerts.
- Led the regional communications efforts by hosting hundreds of virtual Regional Public Information Network meetings.
- Responded to more than 250 media inquiries.
- Produced a series of Facebook Live interviews with guest speakers on behavioral health, with outreach increasing call volume to the emotional support hotline by 50% in one week. Also held a weekly Facebook Live broadcast with County Commission Chairwoman Gerard.
- Adapted to virtual public participation needs via Zoom and outfitted a new meeting space for Board of County Commissioner Meetings to be broadcast following safe social distancing. Meeting views exceeded 156,000.
- Produced 71 public service announcement videos, including 11 in Spanish and dozens in American Sign Language, to share timely safety information and address false rumors.

Figure 23: The Citizens Information Center opened numerous times during the pandemic to help provide information to the public. This was a challenging feat as information rapidly changed in the early phases of the pandemic.



To date, the County website continues to provide information to the public on vaccinations, testing, data, and other resources available in the community.

**March 19, 2020**, Visit St. Petersburg / Clearwater began maintaining a website on travel safety, restaurants offering takeout and delivery services, and local businesses. On March 20, the Citizens Information Center opened to answer questions from the public.

**March 21, 2020**, the Emergency Operations Center Public Information Officer launched a COVID-19 Public Education Toolkit for use on various partner communication channels.

The Pinellas County Sheriff's Office call center (727-582-TIPS) opened to report violations or questions about the Safer at Home Order. Visit St. Petersburg / Clearwater created a consumer site to explore the area from people's homes, including interactive virtual experiences and games.

**April 14, 2020**, the County Administrator and Pinellas County Sheriff conducted a Facebook Live event to answer resident inquiries.

**May 5, 2020**, the Public Information Office worked with the Sheriff's Office to design and launch a floating billboard to explain the importance of social distancing to beachgoers. The Sheriff's Office Beach Capacity Dashboard relaunched on May 22 and closed the TIPS line.

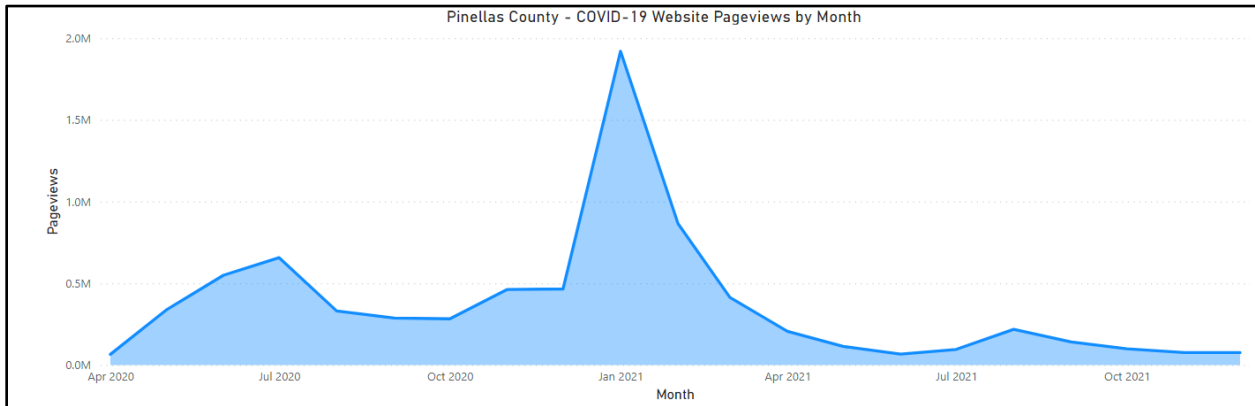
**June 1, 2020**, the 2020 Hurricane Guide was released with special information for COVID-19 preparedness before, during, and after a storm.

**January 4, 2021**, Pinellas County Communications adds a vaccine page to the COVID-

19 website.

Pinellas County Communications continued to update the website with information for the public as community resources became available and County-run sites were stood up or closed.

Figure 24: Website views of County COVID-19 site



## 6 COMMUNITY RESPONSE

As COVID-19 was ramping up globally and the local response was beginning, it was apparent that this was going to impact communities across all sectors and in many aspects. Persons that rely on social service programs and many who had not previously could be impacted by interruptions to employment, school, daycare, transportation, social support networks, access to information and health care as well as food and feeding networks. Vulnerable populations that relied on services like Meals on Wheels, could become isolated and more difficult to support as volunteer networks, primarily composed of those over the age of 65, saw a huge decrease in available people.

**March 15, 2020**, thirteen initial working groups were stood up through the Emergency Operations Center to address concerns that were anticipated to impact the community in the coming months. The champions for these groups led their respective areas, brought many partners to the table, and identified nine additional sub-groups as we navigated through the pandemic response.

- The **Behavioral Health Working Group** was led by Human Services, Juvenile Welfare Board, and Central Florida Behavioral Health Network. This working group had three main goals:
  - Increase awareness of behavioral health services available as well as provide interactive education on when and how to access service
  - Create a plan for the Acute System of Care (crisis stabilization units, detox) when patients arrived with potential COVID-19 symptoms and
  - Provide real-time access to the Florida Department of Health staff and Emergency Management Staff regarding updates on the pandemic, storm updates, and education on available resources to the behavioral health system of care partners.

The Behavioral Health Working Groups included the following partners: Department of Health, Emergency Management, Emergency Medical Services, ACTS, Boley Centers, Directions for Living, Operation PAR, Suncoast Center, Personal Enrichment for Mental Health Services, Gulfcoast Jewish Family and Community Services, NAMI, Westcare, Windmoor Hospital, Community Health Centers of Pinellas, BayCare, HCA, Tampa Bay Thrives, 211 Tampa Bay Cares, Foundation for a Healthy St. Petersburg, Department of Children and Families Substance Abuse and Mental Health Office, and St. Petersburg College.

- The **Business Working Group** was led by Pinellas County Economic Development and was started to provide a forum to monitor the impacts to businesses. This group developed an **Alternate Personal Protective Equipment (PPE) Working Group** that actively brought in and worked with local vendors who could produce or provide support to the response efforts. Several local companies adapted their manufacturing and began to make and sell face shields, cloth masks, gowns, and surgical masks. Local breweries created hand sanitizer that was made available widely across the community. Later this group became the lead for the Coronavirus Aid, Relief, and Economic Security (CARES) Act and Small Business Association loans for the business community to assist the many that were impacted. The Convention and Visitors Bureau assisted with working with local hotels and restaurants that could support response needs. They reached out to local theme parks for rain ponchos when medical gowns became scarce. Emergency Management worked with Economic Development to collect community personal protective equipment donations and to procure needed supplies from our business partners. **May 12, 2020**, the Alternate personal protective equipment group disbanded, and the Business Working Group transitioned to the **Economic Impacts Group**.
- The **Community Well Being Working Group** led by the Juvenile Welfare Board and Human Services was started to determine societal impacts and provide supportive services to groups. They assisted with reaching out to the homebound and seniors and created subgroups such as the **Latino Working Group** and the **Asian Outreach Group** to develop bilingual messaging and supportive webinars, a **Faith-Based Working Group** to help link together the faith-based providers to provide support through a variety of ways through feeding, making cloth face masks, spiritual and mental health counseling. An **Aging Working Group** had children design artwork and a video to share with residents of long-term care facilities that were cut off from visitation, they recruited call takers to make wellness check calls to those who may be homebound. [YOU ARE IN OUR HEARTS VIDEO – R'CLUB KIDS](#) A **Children and Families Working Group** formed to help address aftercare, daycare, and summer camp issues. The Community Well Being Group and its subgroups grew to include many partners including 211 Tampa Bay Cares, Intercultural Advocacy Institute, YMCA, Aging Services, United Way, Florida Dream

Figure 25: Animal Services provided stress relief areas for responders.



Center, Foundation for a Healthy St. Pete, Neighborhood Home Solutions, Area Agency on Aging, local VFWs, CASA (local domestic violence center), Gulf Coast Legal, Bay Area Legal Services. These partners created workshops and outreach materials in multiple languages to address concerns as they arose in the community and helped ensure we reached as many people in our community that may be in need physically, emotionally, and financially.

- The **Data Management Working Group** was led by County Administration, Business and Technology Services, and Emergency Management to help collect and collate data into a consolidated site to help monitor trends and inform decision making. Public-facing and internal facing dashboards were created that compiled information from various sites including the Florida Department of Health, Agency for Health Care Administration, Safety and Emergency Services, Emergency Management's WebEOC boards, and other sources as requested. These boards assisted with tracking trends of cases and deaths, a view of surrounding counties and how they were impacted, hospital bed availability, Intensive Care Unit bed availability, logistical support being provided, and testing capacity and completion at various sites.
- The **EMS/Fire Working Group** led by Emergency Medical Services and the Pinellas County Medical Director was established to coordinate EMS and Fire response in the community, to modify protocols, and communicate with one another and the hospitals. This group proactively worked to monitor hospital patient load and transport status and make adjustments, coordinated COVID-19 triage and transports from long-term care facilities that were hard hit by positive cases. Designed and implemented protocols for system bypass and medical Protocols in case hospital systems were overwhelmed. This group proactively researched, sought out, and assisted with procurement of critical personal protective equipment for first responders and led the way with innovative alternatives when supply chains faltered. EMS was essential in helping to test and verify masks that were sold as N-95s or KN-95s to determine if they were appropriate for use by medical professionals and responders or if they should be utilized more like a basic surgical mask. EMS worked with our local fire districts to design a Capability Assessment Needs report and implemented an extensive program to visit and call our 250 long-term care facilities to assist them with fit testing of N-95s, assess basic practices, and personnel protective equipment supplies. This information was processed through a WebEOC board created by Emergency Management to provide joint access by fire districts, the Florida Department of Health in Pinellas, and the Logistics Section to ensure follow-up to concerns.
- The **Fatality Management Working Group** was established with the Medical Examiner's Office and PCEM to communicate with local funeral homes to provide for coordination, information sharing, and monitoring storage capacity concerns. This group worked to ensure that facilities had proper protective equipment and that the standards for care and reporting were consistent with State Statute and stood up a temporary morgue cooler as a precaution as deaths rose in the area. This group helped establish capacity within the County that will be incorporated into local planning efforts.

- The **Community Feeding Working Group** was led by the Tampa Bay Network to End Hunger and Emergency Management. This group was established to look at and support community feeding efforts that existed and those that needed to be expanded to help those impacted financially or physically by COVID-19. This group consisted of representatives of several agencies who provide regular feeding operations, an estimated 15 sites, in the community including Pinellas County Schools, Juvenile Welfare Board, Neighborly Services, Volunteer Florida, Rotary Club, Department of Children and Families, Daystar Life Center, Homeless Leadership Board, Feeding Tampa Bay, Religious Community Centers, St. Pete Free Clinic, Salvation Army, RCS Pinellas, and other partners. This group looked to provide feeding support to risk groups including children, homeless, seniors/homebound, struggling families, medically vulnerable children, and veterans. They also coordinated with state and federal partners as well as businesses to obtain additional resources and support. In March 2020, the group launched the Meals on Wheels for Kids program to deliver meals to children from transportation disadvantaged families, and those with medical conditions that made them especially vulnerable to the effects of COVID-19. By April 2020, 44 Grab and Go feeding sites had been established and were providing over 60,000 meals a week. Schools were providing about 100,000 meals a week. Prepared meals and large mobile pantries were set up to help provide food, a site at Tropicana Field was providing about 1,000 households every Saturday. Their numbers continued to grow and the work continues.

- The **Finance Working Group** was led by Pinellas County Office of Management and Budget and was established to assist external agencies and internal departments with tracking expenditures and proper processes to follow to ensure proper documentation is kept for the variety of funding sources that were made available. Workshops were held to present general guidance on navigating through available resources, ways to utilize existing technology for reporting, required forms, and best practices for Federal Emergency Management Agency Public Assistance reimbursement.

The Finance Working Group met weekly to review current guidance, assess fiscal impacts, develop internal processes, and strategize ways to better support partners with cost recovery. In addition, the team developed a SharePoint site which allowed for the successful transmission of guidance and supporting documentation for cost recovery.

- The **Homeless Working Group** was led by the Homeless Leadership Alliance staff and Pinellas County Human Services and was established to address the unique concerns of the homeless population, congregate sites, and services for the homeless by providing non-congregate quarantine, isolation and safe transport options. This group worked to have standard operations across all homeless outreach shelter operations, ensured that adequate personal protective equipment was provided for shelter locations and distribution to homeless populations. This group was comprised of the Florida Department of Health in Pinellas, City of Largo, and all aspects of the Continuum of Care including Salvation Army, St. Pete Free Clinic, St. Vincent De Paul, Westcare, Safe Harbor, Pinellas Hope, RCS Haven, City of St. Petersburg, and Directions for Living.

- The **Hospital Working Group** was established to coordinate and support hospital operations, obtain information on challenges and needs, and coordinate emergency response, transport, treatment, and transfers. This group was led by the Florida Department of Health in Pinellas, Emergency Management and Emergency Medical Services. This group included representatives from Advent Health, BayCare Medical Group, Bayfront, HCA Hospitals, John Hopkins All Children's, Kindred, and Encompass Health. Supply chain issues, staff shortages, planning for patient surge and Alternate Care Sites, as well as addressing issues of Long Term Care facilities, testing, access to treatments, and vaccine planning were addressed by this group. A **Testing Working Group** evolved from this group in April 2020 to help address the establishment, support, and operations of community testing and trends. This group brought in partners that helped to coordinate and operate testing in the community including the Community Health Centers, municipalities, LabCorp and Quest, and the Foundation for a Healthy St. Pete.
- **Nursing Home/ALF/Health Care Working Group** was established to help communicate, coordinate and support the long-term care facilities and home health care agencies. From early data, it was known that the elderly and those with multiple co-morbidities were at great risk of mortality once infected. Pinellas County has many facilities for the elderly, including skilled nursing, assisted living, independent living retirement communities that serve a 55+ population. 25% of Pinellas' total population is 65 years or older. Emergency Management and the Florida Department of Health in Pinellas led this group in coordination with the Agency for Health Care Administration to convey information and updates to our long-term care facilities, including how to request assistance with personal protective equipment. Several workshops were held to allow for dialogue for coordination and concerns. This group worked with service providers to establish a process to meet the transportation needs of COVID-19 positive residents that needed to get to and from life-sustaining treatments such as dialysis and chemotherapy. This group transitioned into the **Long-Term Care Task Force** to address the acute and longer-term needs of all facilities, support for testing, infection control, and coordination with Emergency Medical Services, local hospital systems, the Florida Department of Health in Pinellas, Agency for Healthcare Administration, Department of Children and Families and Emergency Management. This group was beneficial in working on a "Super Skilled Nursing Facility" (Super SNF) concept, to identify facilities that had the capacity and capability to handle COVID-19 positive patients that needed to be moved from long-term care facilities that could not provide the level of services needed, as well as hospitals that needed to be decompressed.
- The **Public Information Working Group** was led by Pinellas County Communications and was established to create common messaging among regional partners, work with our County Information Center to answer public questions, design webpages, create messaging packages and press releases, host Facebook Live presentations to keep the public informed of new programs and advise on available assistance. This group continues to meet and coordinate across the region.

- The ***Social Distancing Working Group*** was led by the County Administration and Parks Department in conjunction with the Sheriff's Office to help with policies, tracking community event cancellations, messaging, signage, and tracking tools when social distancing measures were implemented for public venues and beaches. This group proactively worked on signage for beaches and parks when closures and re-openings occurred, guiding the public. The Sheriff's Office was instrumental in designing and distributing signs to every business in the county that indicated the mandated social distancing procedures required by the Board of County Commissioners. They created a web application to assist with letting people know if beaches and parking areas had reached capacity limits when social distancing rules were in place. This coordination was countywide with all of our municipal partners through a regularly scheduled City Manager partner conference call conducted by the County Administrator and the Sheriff to promote consistency and address policy questions. WebEOC boards were developed to help track closures and capacities along with extensive media releases and social media coverage of policies and guidelines.

## **7 ECONOMIC RELIEF**

The long-term economic impacts of COVID-19 are still unfolding. Many individuals and businesses were impacted early on and national, state, and local efforts were launched to help provide relief.

**March 18, 2020**, the Governor and Florida Department of Economic Opportunity activated the Florida Small Business Emergency Bridge Loan Program to provide short-term, interest-free loans to small businesses through at least early May of 2020.

**March 19, 2020**, the Florida Department of Economic Opportunity began offering reemployment assistance. Florida received the Small Business Administration disaster declaration making the Economic Injury Disaster Loan Program available to small businesses impacted by COVID-19.

The Federal Emergency Management Agency issued guidance on their recognition that for the duration of the Public Health Emergency, governmental and non-governmental organizations seeking Public Assistance may seek non-competitively sourced contracts to protect public health and safety.

**March 25, 2020**, the Federal Emergency Management Agency announced that federal emergency aid would be made available at 75% for state, local and tribal governments for COVID-19 response dating back to January 20, 2020.

**March 27, 2020**, Congress enacted the Coronavirus Aid, Relief and Economic Security Act.

**April 2, 2020**, the Governor issued Executive Order 20-93 regarding the reemployment assistance program. The Governor also issued Executive Order 20-94, regarding mortgage foreclosure and eviction relief.

**April 20, 2020**, the United States Chamber of Commerce Foundation launched the Save Small Business Fund, a grant program.

**April 30, 2020**, the Florida Department of Economic Opportunity launched the Rebuild Florida Infrastructure Program.

**Feb 2, 2021**, the President issued a directive allowing the Federal Emergency Management Agency to increase the federal share to 100% for the costs of previously eligible activities from the beginning of the pandemic in January 2020 to September 30, 2021.

**March 23, 2021**, the Federal Emergency Management Agency approved the COVID-19 Funeral Assistance Individual and Households Program Policy to provide financial assistance for funeral costs related to COVID-19 through the Individual and Households Program.

**March 24, 2021**, the Shuttered Venue Operators Grant (SVOG) program was established by the Economic Aid to Hard-Hit Small Businesses, Nonprofits, and Venues Act, and amended by the American Rescue Plan Act. The program included over \$16 billion in grants to shuttered venues, to be administered by the Small Business Administration's Office of Disaster Assistance. Eligible applicants could qualify for grants equal to 45% of their gross earned revenue, with the maximum amount available for a single grant award of \$10 million. \$2 billion is reserved for eligible applications with up to 50 full-time employees.

As March came to a close, financial assistance became available for 31 Pinellas County renters who were behind on rent or at risk of missing a rent payment due to the COVID-19 pandemic. Pinellas County's Emergency Rental Assistance Program will cover eligible applicants' missed and future rent payments.

**August 17, 2021**, the President issued the "Memorandum on Maximizing Assistance to Respond to COVID-19," which directed FEMA to "provide a 100 percent Federal cost share for all work eligible for assistance until December 31, 2021 and then at the federal cost share established at that time.

**February 18, 2022**, a notice was published in the Federal Register for the Continuation of the National Emergency Concerning the Coronavirus Disease 2019 Pandemic to extend the national emergency beyond March 1, 2022.

**March 1, 2022**, the President issued a Memorandum on Maximizing Assistance to Respond to COVID-19 and extended the 100% Federal cost share through July 1, 2022.

**March 15, 2022**, the President signed "H.R. 2471, Consolidated Appropriations Act, 2022" into law, which granted a minimum 90% federal cost share for any emergency or major disaster declaration declared from or having an incident period beginning between, January 1, 2020, and December 31, 2021.

## **7.1 Coronavirus Aid, Relief, and Economic Security Act**

**March 26, 2020**, the United States Senate passed the CARES Act providing \$2 trillion in aid to hospitals, small businesses, and state, and local governments. **April 3, 2020**, local federally insured banks and credit unions participating began processing applications for the Paycheck Protection Program (PPP) pursuant to the CARES Act.



Pinellas County received a direct payment of \$170.1 million to be used for responding to the COVID-19 emergency.

**April 16, 2021**, the Board of County Commissioners directed the County Administrator to develop programs that would provide critical financial assistance to businesses and individuals impacted by COVID-19 through the CARES Act. Based on public input, the initial effort divided the funding into three major recipient groups: individuals and families, businesses, and public health programs. Each received approximately one-third of the available funds.

**April 30, 2021**, Pinellas County and 2-1-1 Tampa Bay began holding webinars for the overview of the Pinellas CARES Financial Assistance Program. Using partner organizations, the programs were deployed throughout the community and all funding was allocated prior to the Federal government's deadline of December 31, 2020.

While ultimately successful, a few issues had to be resolved during the roll-out of the programs. Strong staff efforts and the partnerships were cited as key to overcoming the obstacles, but several lessons learned will help us to prepare better for future pandemic recovery funding response and avoid similar issues.

A complete report was compiled by the Office of Management and Budget to document their findings, *Pinellas CARES Lessons Learned*.

## **7.2 American Rescue Plan Act Local Fiscal Recovery Funds (ARPA)**

Pinellas County was awarded \$189 Million as part of the American Rescue Plan Act (ARPA) Local Recovery Funds as part of a stimulus package to help with the economic impacts of the pandemic and lay a foundation for a strong and equitable recovery. The funds were eligible to cover expenditures starting March 3, 2021, must be obligated by December 31, 2024, and expended by December 31, 2026. Additional monies were received by other local governments within the county. Pinellas County identified the following as priority areas for investment:

- Safety and emergency response technology
- Human services program delivery
- Mental and behavioral health initiatives
- Outdoor recreation and active transportation infrastructure in underserved communities
- Sewer and stormwater infrastructure
- Support for nonprofits to make capital investments

In January 2022, the BCC approved a conceptual spending plan to initiate the execution of projects in support of the priorities outlined above.

## **7.3 Federal Emergency Management Agency Public Assistance**

**March 25, 2020**, the President issued the major disaster declaration for the State of Florida, allocating federal resources and assistance.

**March 30, 2020**, the Federal Emergency Management Agency approved Pinellas

County's Non-Congregant Shelter plan and request for reimbursement. A revision to the Non-Congregant Shelter plan was submitted to the Florida Division of Emergency Management and FEMA to include first responders who could not safely isolate at home among other individuals.

As of **July 2021**, Pinellas County submitted \$3 Million in reimbursements including \$1.3 Million for COVID-19 testing sites and \$1.7 Million in activities performed by the Sheriff's Office. Additional costs with an estimated value of \$19 Million are slated for submittal in April 2022. This includes the following estimated amounts:

- \$3.8M for vaccination sites
- \$140K for Non-congregate sheltering
- \$3M for personal protective equipment (PPE)
- \$12M for Countywide expenditures related to the pandemic

## **7.4 Mitigation Funding**

**November 1, 2021**, Pinellas County was notified about the funding available for the Hazard Mitigation Grant Program (HMGP) COVID-19 Pandemic (DR-4486). The funding is authorized by Section 404 of the Robert T. Stafford Disaster Relief Act. This funding generally requires a 25 percent match. According to the Notice of Funding Availability for HMGP DR-4486, all counties within Florida that met the requirements were eligible to apply for this grant. The allocation specifically for Pinellas County for HMGP COVID-19 Pandemic DR-4486 is approximately \$6.3 Million.

Through a collaborative process, Pinellas County's Local Mitigation Strategy Working Group reviewed and approved a prioritized list of 12 projects for application for this funding. These 12 projects were submitted by 8 entities which include, Pinellas County and several of its jurisdictions and a stakeholder entity. Projects worth over \$31 Million were submitted for HMGP DR-4486 by the December 21, 2021 State application deadline. The State is expected to submit the eligible projects to FEMA by August 2022. The approvals for Tier 1 allocation are expected to be announced by the end of 2022.

## **8 LESSONS LEARNED**

This section highlights some of the lessons learned over the last two years. Information contained here was gathered through surveys and a series of meetings held by Emergency Management. Other agencies may have separate reports to document their findings, when known they will be identified.

### **8.1 Policies and Protective Measures**

#### What Worked Well

- The Executive Policy Group started meeting early on in the incident, and frequently, to continually assess the situation and determine the best courses of action moving forward.
- The County Administrator and the Sherriff held frequent coordination calls with City Managers to promote situational awareness and countywide coordination.

- The County Administrator and other Appointing Authorities granted administrative leave time that was beneficial in providing time off for employees who needed to be out due to illness or exposures.
- State Executive Orders were not always clear, some referred to other county ordinances or repealed portions of previous orders. The ability to understand, ensure local compliance and convey that to the public clearly and simplistically was challenging. Joint efforts implemented by the County Attorney's Office, County Administration, the Sheriff, and County Communications were essential to ensure messaging was consistent with State orders and relayed to the community as clearly as possible.
- Mental Health support through the County Employee Assistance Program and programs implemented at 911 and the EOC were beneficial to employees.
- Virtual tools such as Zoom and Teams were essential to providing a successful forum for the conduct of official government meetings and providing a capability for employees to work and continue to meet remotely. This has become an efficient way to reduce travel time and increase productivity.
- The Data Dashboard provided a one-stop location to access data from divergent data sources. Having a platform like this to convey information to decision-makers as well as the public should be continued.
- Several County Departments implemented online solutions when social distancing was in place that has enhanced their operability

#### Areas for Improvement

- The global supply chain is fragile. Agencies should assess essential functions and critical resource needs to determine if additional agreements or contracts may be needed.
- Consistent policies across county departments and Appointing Authorities when protective measures are put in place should be observed.
- Guidance on protective measures from federal and state agencies was confusing, sometimes conflicting, and ever-changing. This posed challenges for conveying information at a local level.
- Communities developed "COVID fatigue" over time and compliance with mandates and protective measures dissipated. When incidents are prolonged, identify benchmarks and variable implementation for protective measures.

## **8.2 Emergency Operations Center**

### What Worked Well

- Defined criteria and traffic assessments performed on potential field operational sites were beneficial to find the best possible sites with the least amount of impacts.
- Having personnel and wheelchairs at the vaccine sites to assist the elderly and disabled persons were helpful. Additional dedicated parking close to the entryways was essential.

- The establishment of the County Staging Area was effective. Future planning to include climate-controlled areas with loading docks will be incorporated.
- Emergency Management has been successful in building out logistics support, streamlined our warehouse operation, and now has a supply tracking tool for disaster supplies. Logistics supported over 5,000 resource requests and supported many private long-term care facilities that normally would be self-sufficient.
- Partnerships and support within and across County departments and Appointing Authorities were essential and beneficial. Other departments were able to utilize personnel to fill essential positions.
- Partner calls and situation reports were done often and were helpful to maintain situational awareness of the many aspects occurring throughout the event. Continued refinement of processes will be done.
- Flexibility and creative solutions to challenges were critical and partner agencies continue to work together for the many aspects of the COVID-19 response and recovery. Such as the implementation of the Non-Congregate Shelters and finding transportation solutions for COVID+ persons for medical appointments.

#### Areas for Improvement

- Existing plans for a pandemic did not fully address all of the needs. Updated plans are scheduled to be developed. Many approaches and planning documents developed during the COVID-19 response will be utilized to create or update plans.
- Clarify and continue to refine the structure and roles within the EOC, including the EPG, Section Chiefs, Branch Directors, Emergency Support Function leads, and desk officers. Implementation of the Working Groups could have been better incorporated into the existing structure.
- Finding adequate open spaces and locations for large, long-term sites for testing and vaccinations was a challenging process. Outdoor venues and drive-thru sites were vulnerable to severe weather and operations had to be paused, and for tropical events, the sites had to be shut down, secured, and then set back up. Real Estate Management was instrumental in finding and securing commercial sites, but additional state, county, and city locations that can be more easily utilized are needed.
- Warehouse space to store materials is limited and alternate spaces that are not ideal were utilized. Additional warehouse spaces with existing partners should be pre-identified and assessed for availability as the situation arises. Specifications for needs should be pre-scripted and ready to present to Real Estate Management and others for assistance in locating appropriate spaces.
- Refinement of the resource request process is needed to tie in all approvals, procurement, and financial tracking to help with consolidated records and the reimbursement process.
- The subject matter experts need to provide specifications for resources being requested, this will assist Logistics and Procurement with finding the most appropriate items.

- Formalize a process for volunteer management and develop a dedicated website application for governments and partners to post volunteer needs. Many agencies that rely on volunteers found themselves with diminished resources.
- A prolonged incident with changing response needs, while many normal operations had resumed, was challenging. Personnel and locations that were available early on in the incident, were not available as the incident went on.
- Certain populations had accessibility issues for online tools such as the vaccine and testing portals. Ensuring that call centers and other accessible information, access points, and/or community navigators is critical to assist those who may have challenges.
- Multiple registration sites for testing and vaccines were confusing and frustrating to the public. With so many entities utilizing their existing systems and new systems developed due to a lack of a fully established state system before the vaccine rollout, the listing of resources on the County COVID-19 site was helpful.
- Better databases for established 55+ communities and points of contact would be helpful to help convey information to seniors.

### **8.3 Health and Medical**

#### What Worked Well

- Protocols put in place by Emergency Medical Services to adjust their operations with the ebb and flow of the pandemic were effective. Coordination with hospitals to maximize the ability to keep units in service to respond to calls was critical.
- The triage and transport coordination on-site at long-term care facilities when there were multiple patients was effective and spread the patients across the hospital systems.
- The Infection Control teams that were brought in to assess and assist in the long-term care facilities were a critical need. The identification of local resources and the development of local teams would be beneficial.
- The implementation of the Super Skilled Nursing Facilities (SNFs) was paramount in relieving pressure on the hospitals with discharge issues. Identification of facilities that have efficient infection control practices and are willing to support these efforts along with methods to support these operations should be investigated.
- Getting State agency representation (AHCA and DCF) on coordination calls was critical to ensure their support and clarification of processes. This was challenging but persistence paid off.
- Testing and Vaccine sites were very successful and efficient. Integration of the processes implemented will be included in future planning and coordination.

#### Areas for Improvement

- Long-Term Care Facilities often struggled with infection control, personal protective equipment supplies, and properly trained personnel. Stronger regulations need to be passed at the state level to ensure these facilities are better

prepared. Identify additional agencies and resources to support their needs, including training and a way for them to procure resources more easily. Smaller assisted living facilities did not have a mechanism to assist them with buying power. The identification of measures for effective isolation including plans and resources to establish areas within facilities to support isolation measures would be beneficial

- Planning and collaboration with and across hospital systems to identify solutions for alternate care sites, especially when outside resources are scarce, should be implemented. During the pandemic, all hospital systems came together to look for solutions and they were instrumental in helping to achieve critical functions. This work needs to continue to support regional planning. A better understanding of their plans, capacities, and capabilities is needed.
- Health equity is a challenge. Access to care and information posed increased challenges. Networks and effective measures implemented during the pandemic response need to be memorialized and built upon.
- On several occasions the Agency for Healthcare Administration would send out information to the long-term care facilities directing them to local emergency management agencies, without informing or providing the same information or any advanced notice to local emergency management agencies. Better communication between state and local agencies should be implemented to ensure we can appropriately respond.

## **8.4 Public Information**

### What Worked Well

- The Pinellas County Website and Regional PIO coordination, along with coordinated materials and dissemination, were beneficial to conveying facts, resources, and county response updates in a timely and unified manner.
- Facebook live events provided an interactive way to convey information and take questions.
- Sign language interpreters for press events, Facebook Live, and videos were critical to making information accessible by diverse communities.

### Areas for Improvement

- Live Chat was a great addition to the County Information Center platform and the ability to have some call takers work remotely was beneficial and can be utilized for non-tropical events or pre-landfall as needed. Additional work will be done to help ensure a standard information source for all call takers.

## **8.5 Community Response**

### What Worked Well

- The early establishment of Working Groups helped to identify and understand challenges, organize efforts in the community and create robust networks that are continuing today, including the development of the Voluntary Organizations Active in Disasters.

- Turning to local businesses to help with solutions when the global supply chain was challenged, proved to be very successful. Additional databases and information about local resources along with contact information would enhance this capability.
- Feeding partners came together to provide for an increased need. This grew out of collaborations that existed and have continued to grow.
- The Latino Working Group and Asian Outreach Group were essential to helping to convey information to communities where English may not be spoken or the primary language.

#### Areas for Improvement

- Additional contacts are needed for private sector partners to enhance our coordination.
- The utilization of volunteers was challenging for this event due initially to health concerns and then to the prolonged nature of the event. The ability to identify and integrate volunteers into community response needs more coordination.

## **8.6 Economic Relief**

#### What Worked Well

- There was good coordination amongst partners to coordinate CARES funding rollout, including weekly calls, gathering community input, adjusting response efforts, getting payments to the community and documentation processes.

#### Areas for Improvement

- Disaster-related costs should be charged to the appropriate cost codes to ensure the County can recuperate eligible expenditures. Timekeeping processes utilizing different forms was cumbersome. A new process has been developed for OPUS to help streamline this reporting. This needs to be communicated clearly.
- Invoices for disaster-related services were not always sent to the appropriate department for review and approval. A process should be in place to ensure that when services or goods are implemented for a disaster that there is a clear establishment of whom needs to review and approve expenditures.
- The process for implementing the CARES funding was challenging and the standards for eligibility needed to be clarified. Developing a clear communications program and designing processes with the user experience in mind would be beneficial.
- Having policies and procedures in place for these types of programs with identified partners, and potential resources would help facilitate implementation.

## **8.7 Other Agency After Action Reports**

- Pinellas County Office of Management and Budget – Pinellas CARES Lessons Learned
- Tampa Bay Health and Medical Preparedness Coalition – COVID-19 Delta Variant Surge After-Improvement Plan

## APPENDICES



## APPENDIX 1: Incident Metrics

<b>Pinellas County COVID-19 Pandemic and Co-Response: 02/28/2020 – 12/31/2021</b>	
Activation to Level 1 – Full Activation (Days)	54
Activation to Level 2 – Partial Activation (Days)	376
Activation to Level 3 – Monitoring (Days)	43
Planning – IAPs Issued	7
Planning – RAPs Issued	13
Planning – PCEM Notifications to Partners	617
Planning – Situation Reports Issued for COVID-19	91
Planning – Situation Reports Issued for All Co-Responses	160
Public Information – Alert Pinellas Notifications Sent	4
Public Information – Alert Pinellas Registrations	21,610
Public Information – BEAS Messages Posted	4
Public Information – CIC Calls	9,978
Public Information – CIC Calls for All Co-Responses	12,566
Public Information – County Website Hits	7,595,452
Public Information – ITS Messages Posted	4
Public Information – Live Chats	2,685
Public Information – Media Inquiries	260
Public Information – Media Releases – English	68
Public Information – Media Releases – Spanish	26
Public Information – PCSO TIPS Line Complaints	1,447
Public Information – WEAs Issued	4
Shelters – Opened (Congregate)	2
Shelters – Total Non-Congregate Population	400
Social Media – Engagement	584,901
Social Media – Impressions	8,014,555

Figure 26: Selected data of EOC conference calls conducted each day from March 13, 2020 through April 30, 2020, with a maximum of over 20 daily.

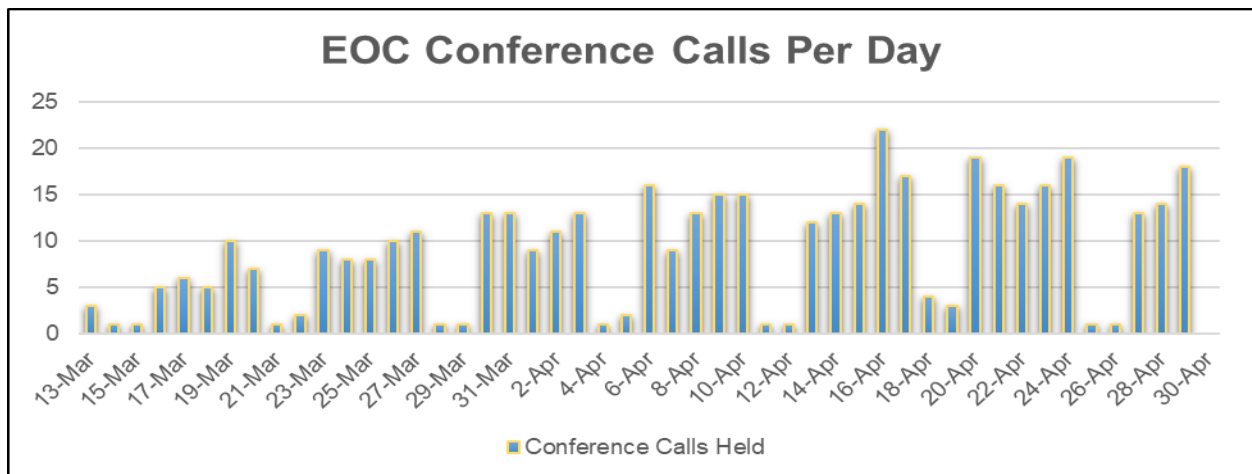


Figure 27: Pinellas County COVID-19 Community Based Testing Sites and all other Covid testing sites including retail, pharmacies, and health care facilities. Data source: <https://covid19.pinellascounty.org/testing/>.

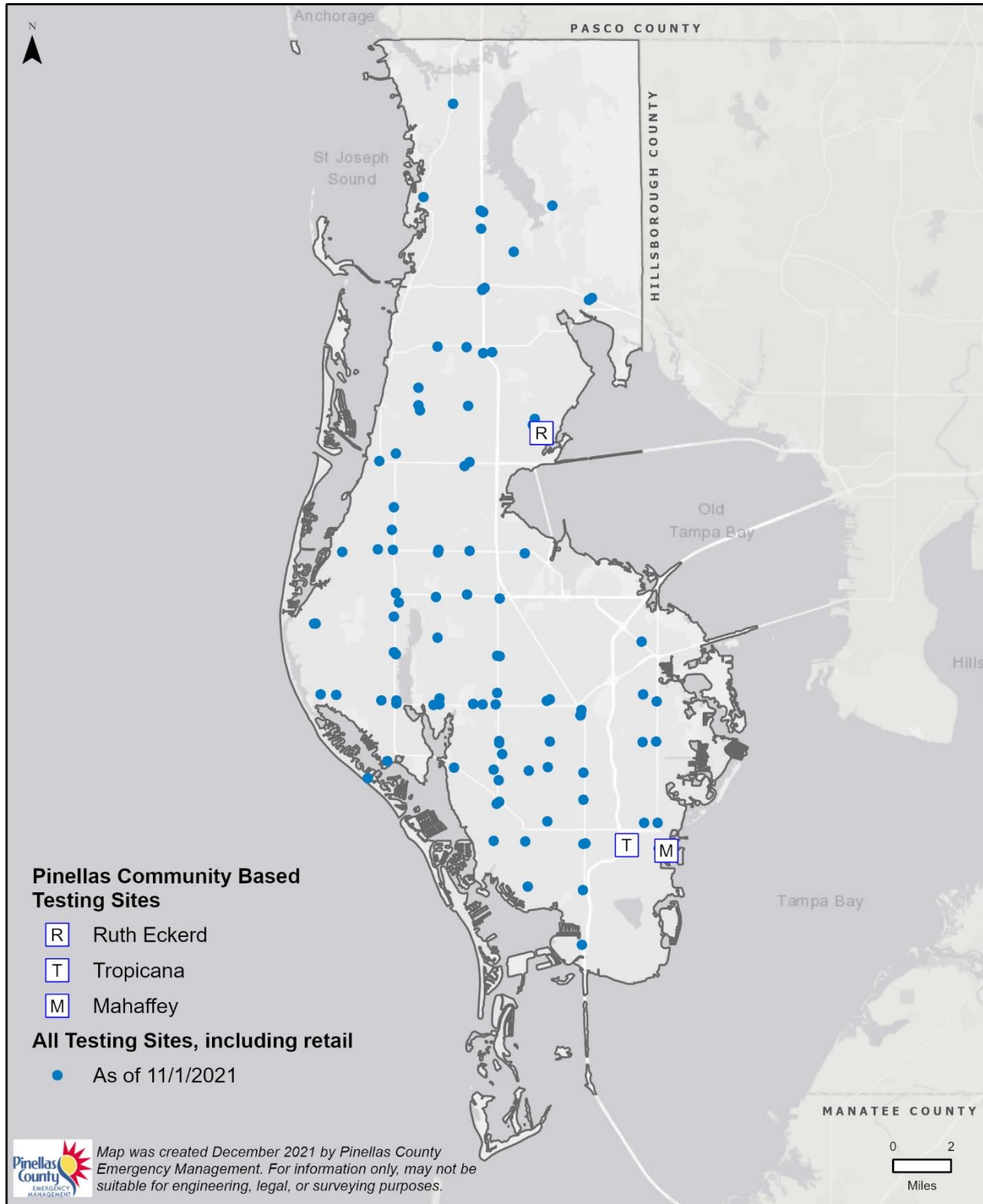


Figure 28: Feeding sites associated with the COVID-19 response in Pinellas County. Data current as of 11/1/2021. Data Source: PCEM, with information provided by Tampa Bay Network to End Hunger and Feeding Tampa Bay.

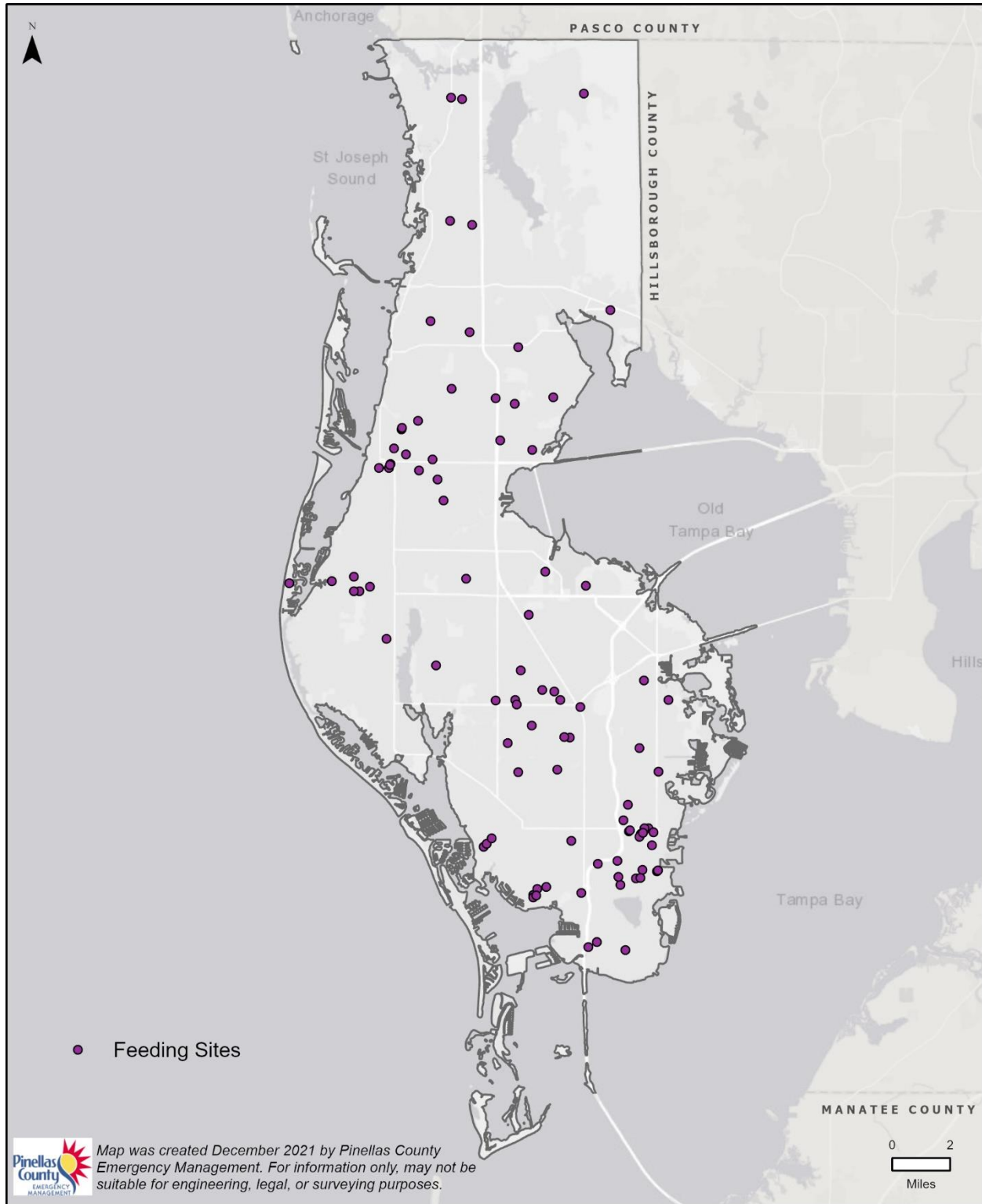


Figure 29: Total number of Covid-related calls by zip code received via Tampa Bay 211 from 3/11/2020 through 12/21/2021. Data source: <https://211tampabay.org/>.

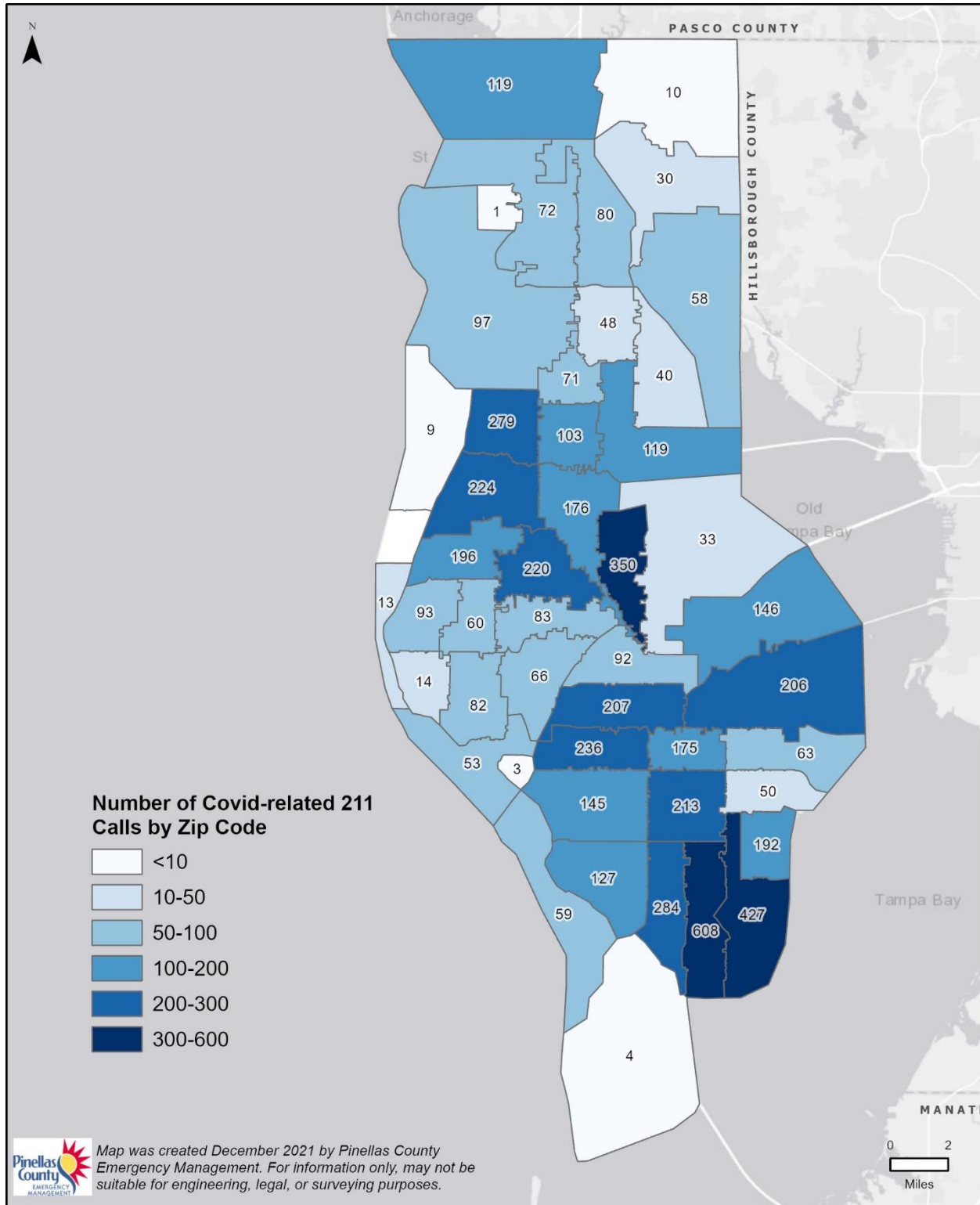


Figure 30: Data dashboard of resource requests submitted to the Pinellas County EOC.

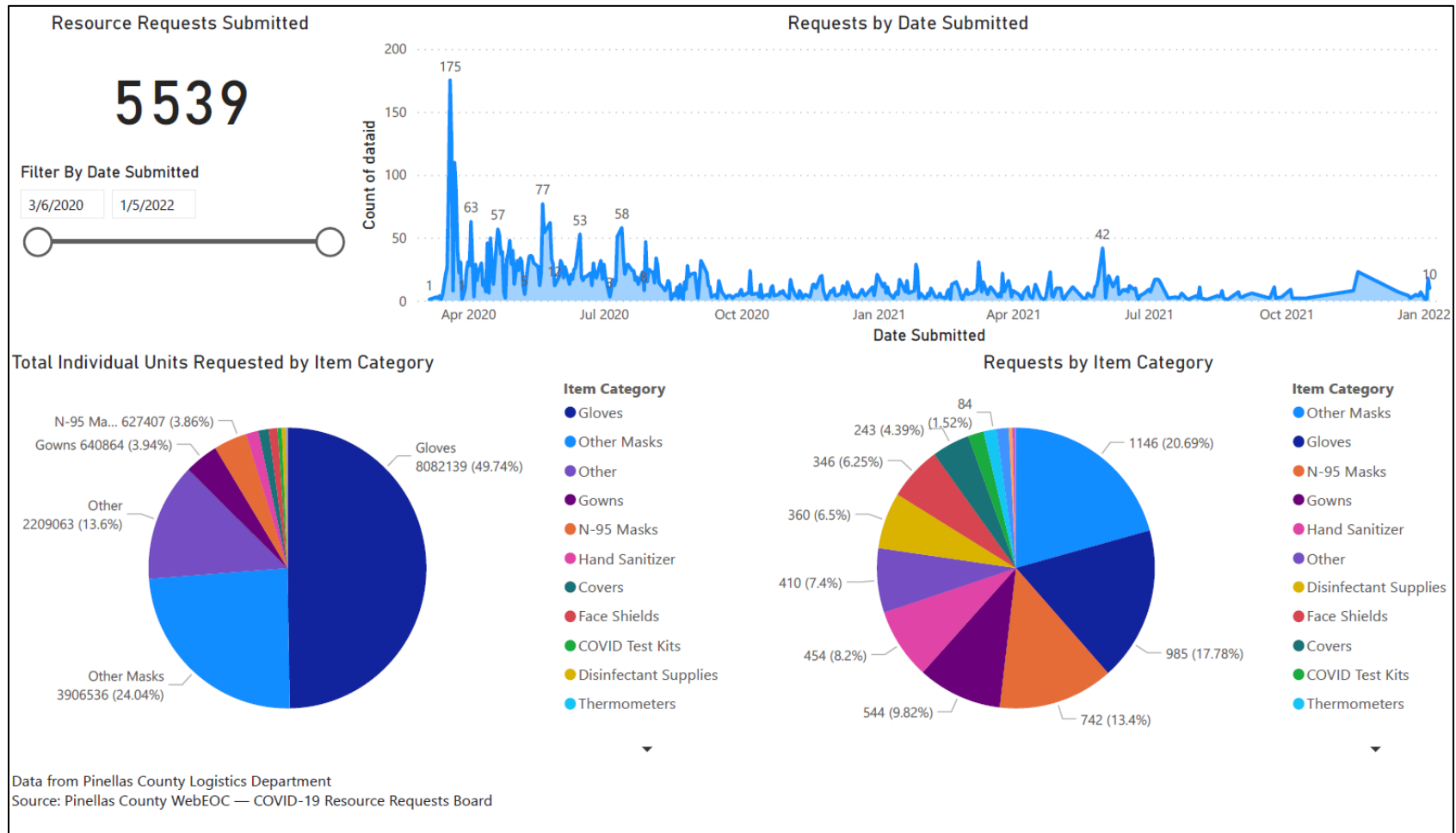


Figure 31: Data dashboard of COVID-19 cases.

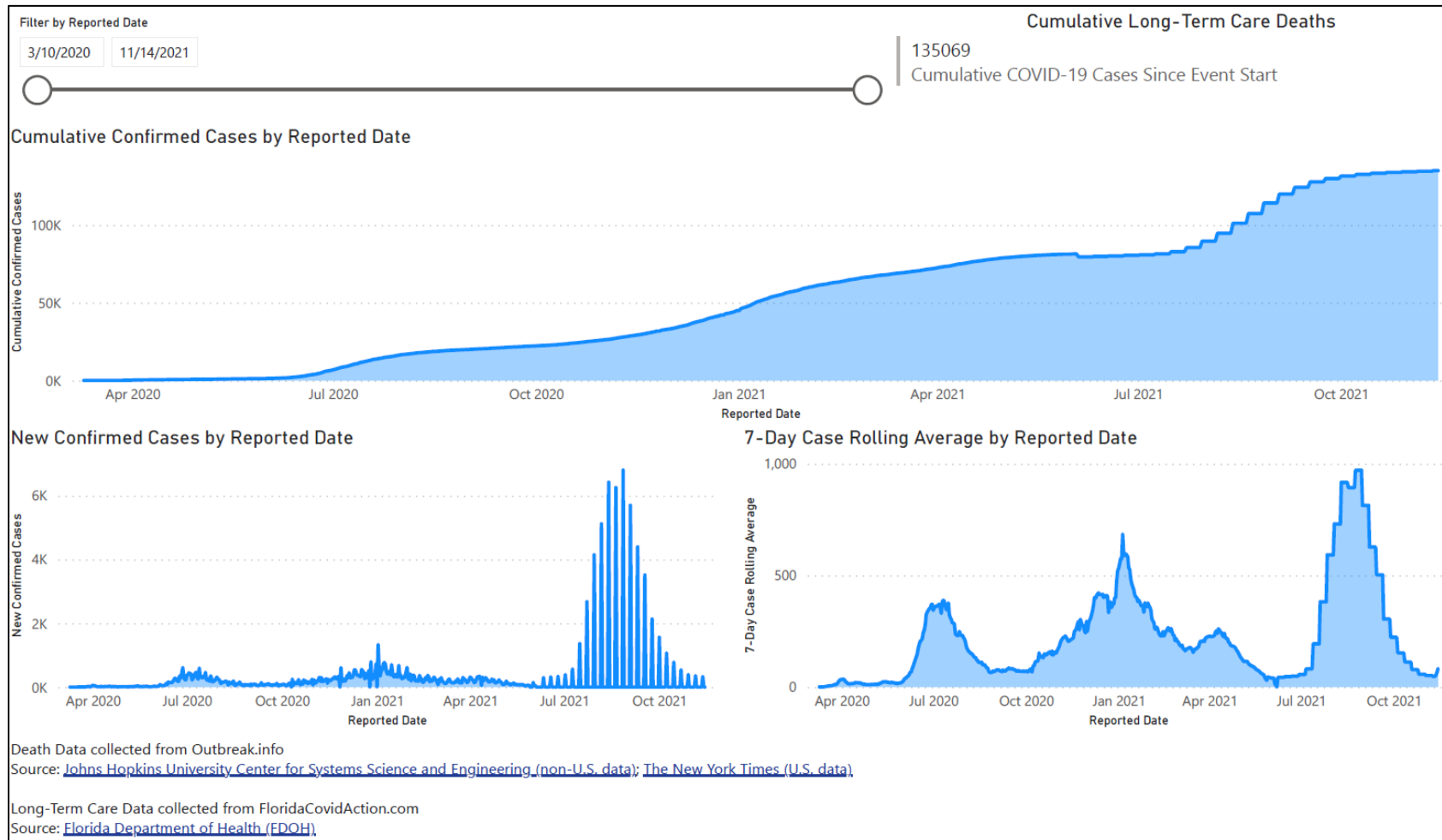


Figure 32: Data dashboard of vaccination information for Pinellas County.

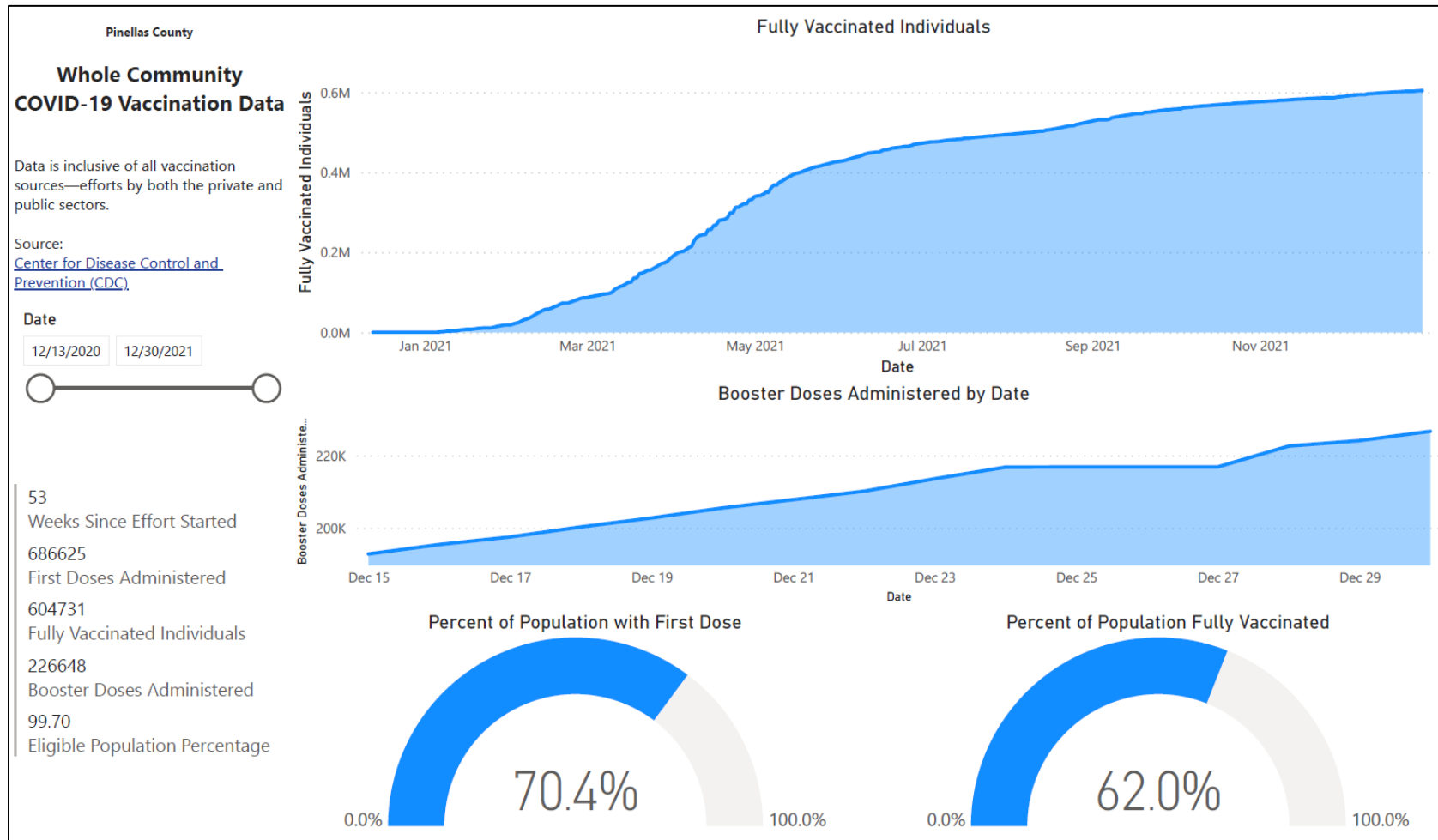


Figure 33: Data dashboard of COVID-19 death information.

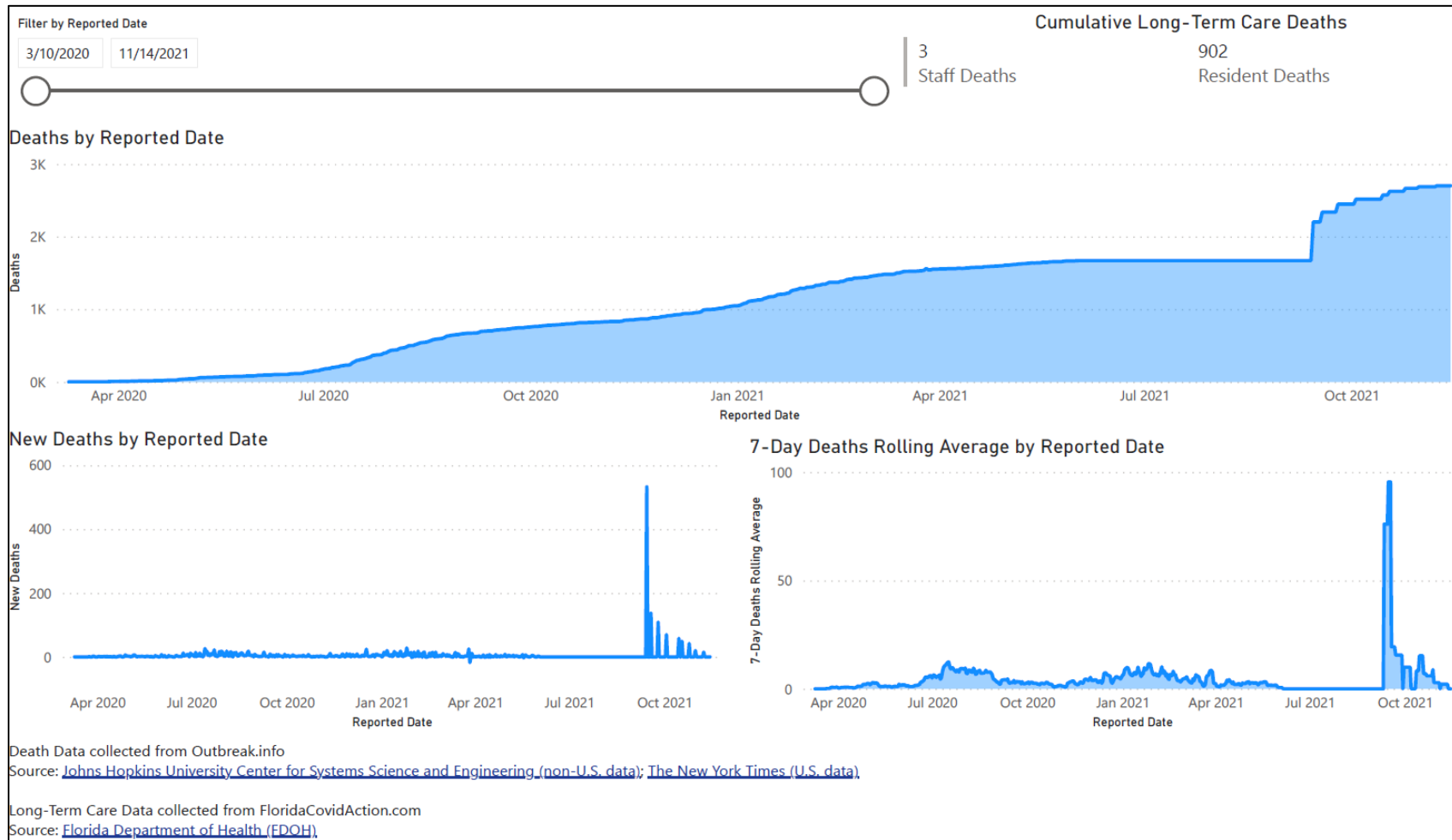




Figure 34: Data dashboard of COVID-19 testing information.

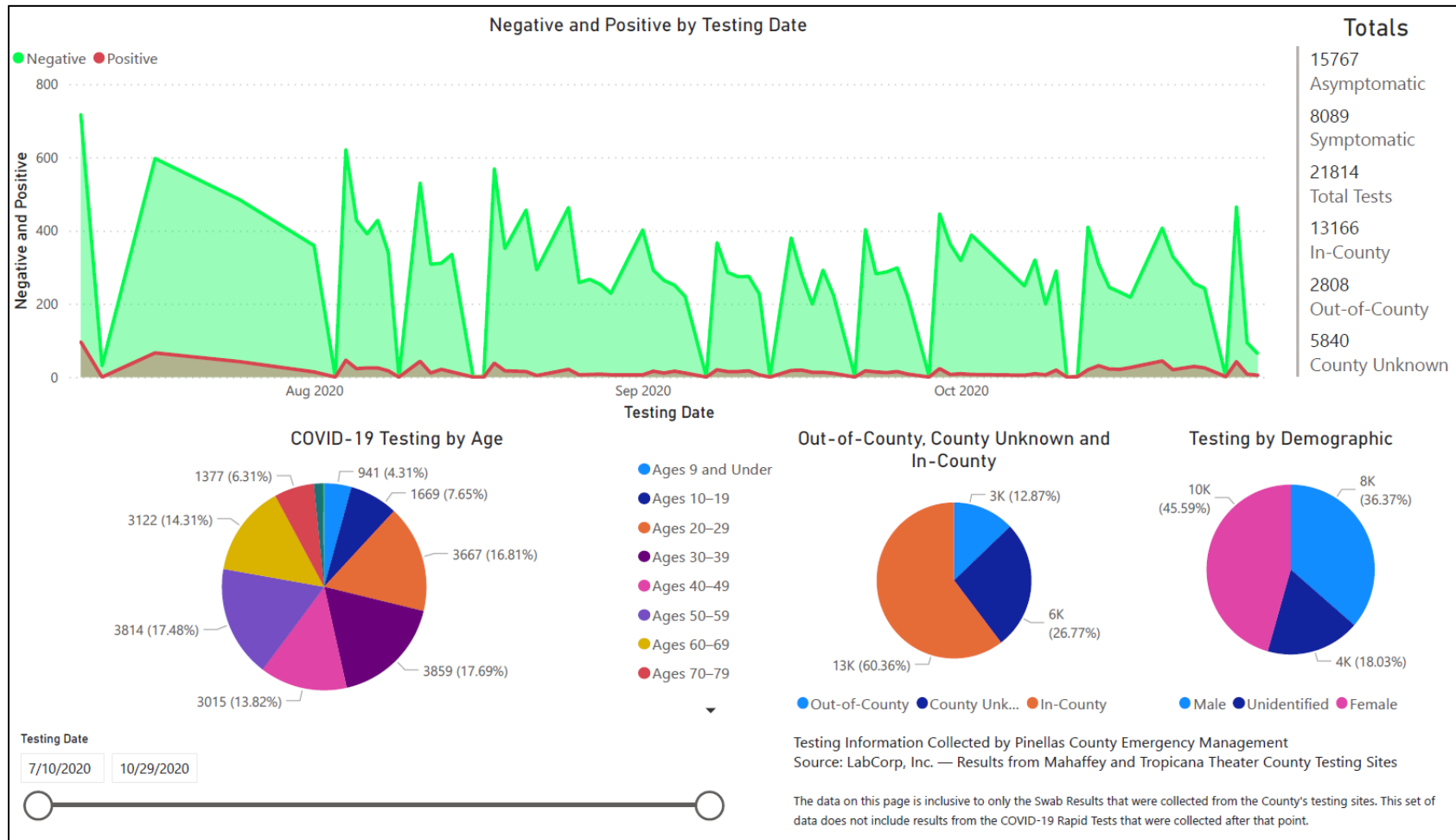


Figure 35: Data dashboard of absences reported to the Pinellas County EOC by partner agencies.

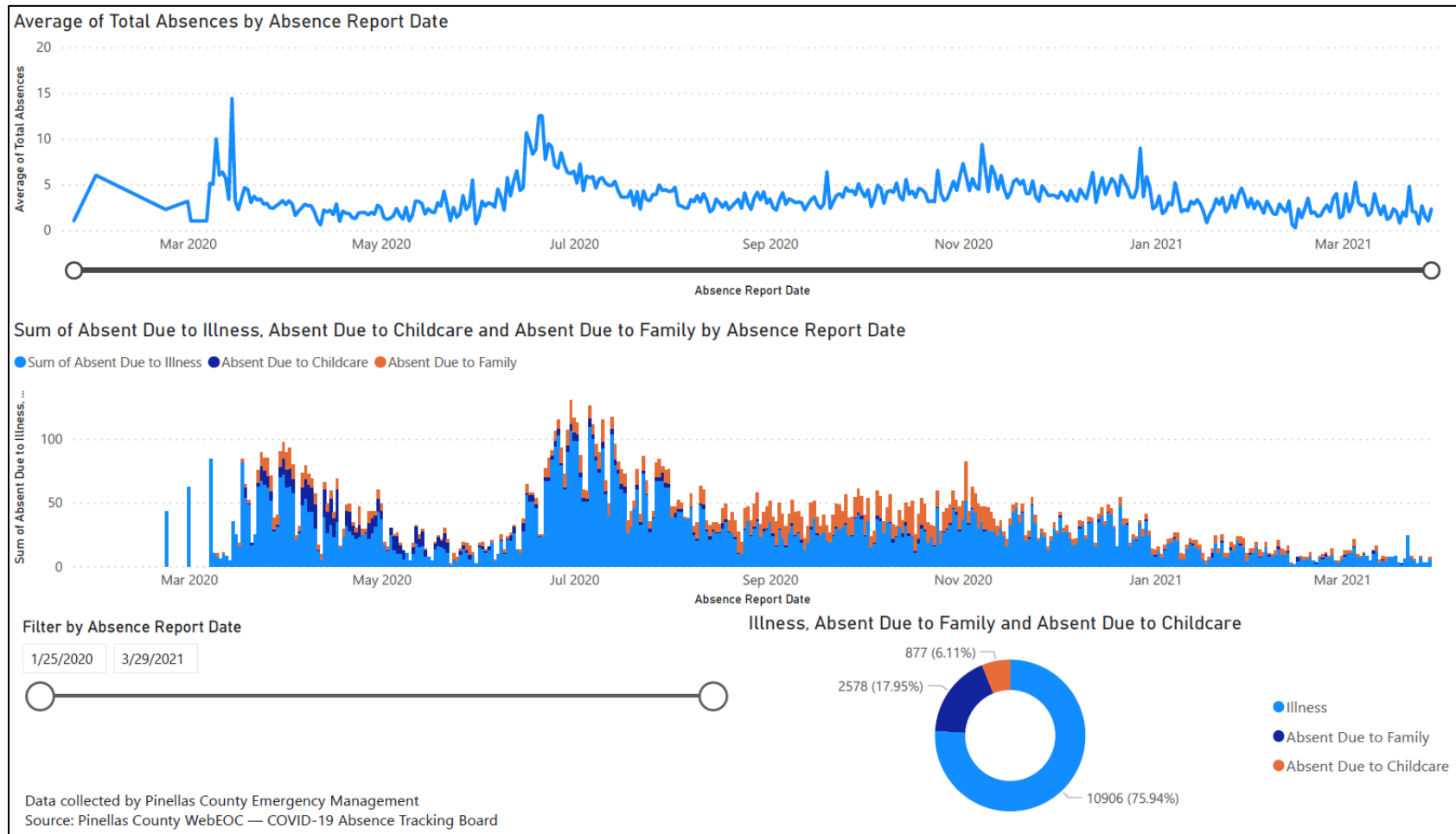


Figure 36: Data dashboard of COVID-19 website views at the Pinellas County website.

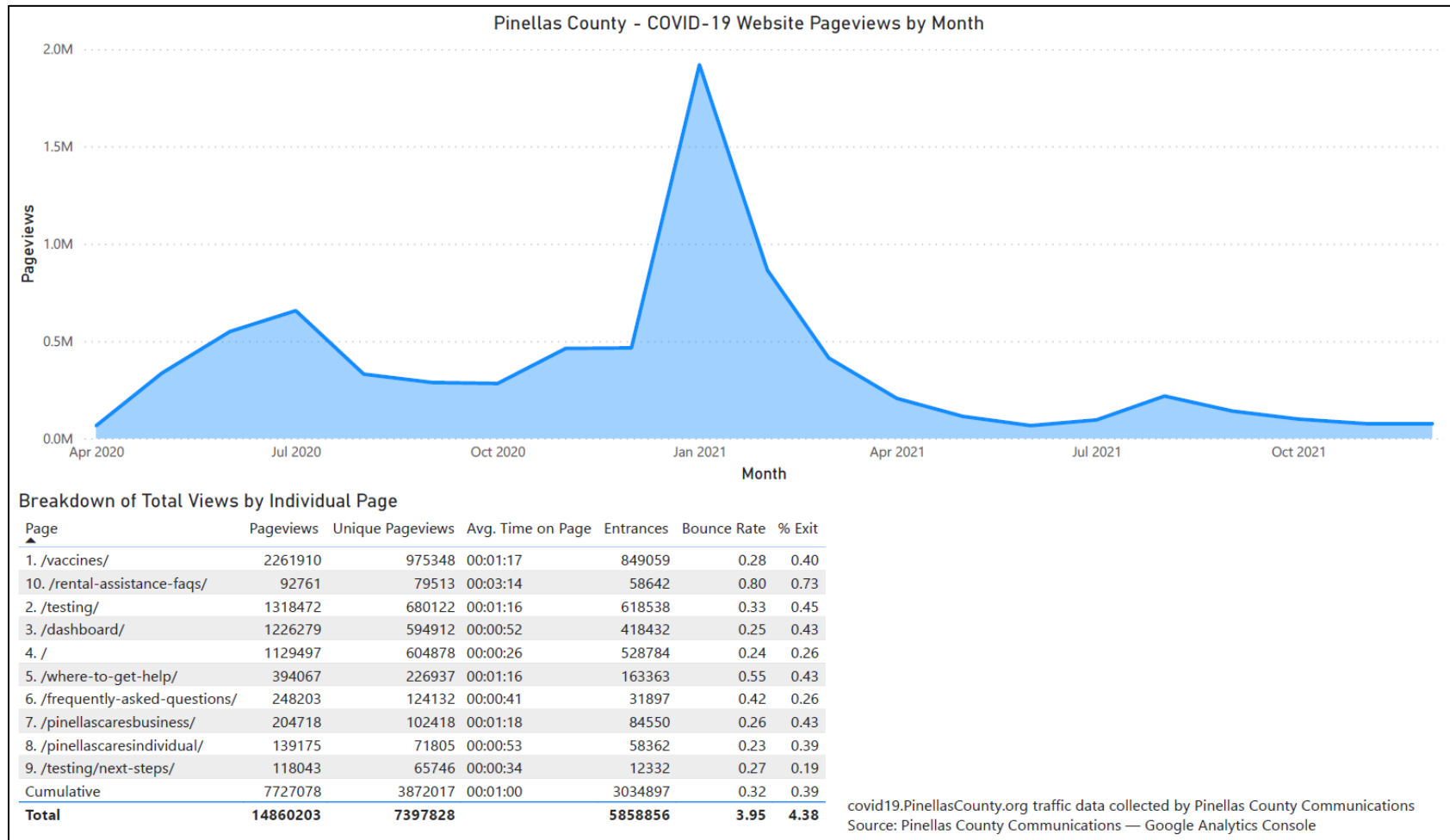


Figure 37: Data dashboard of community feeding information.

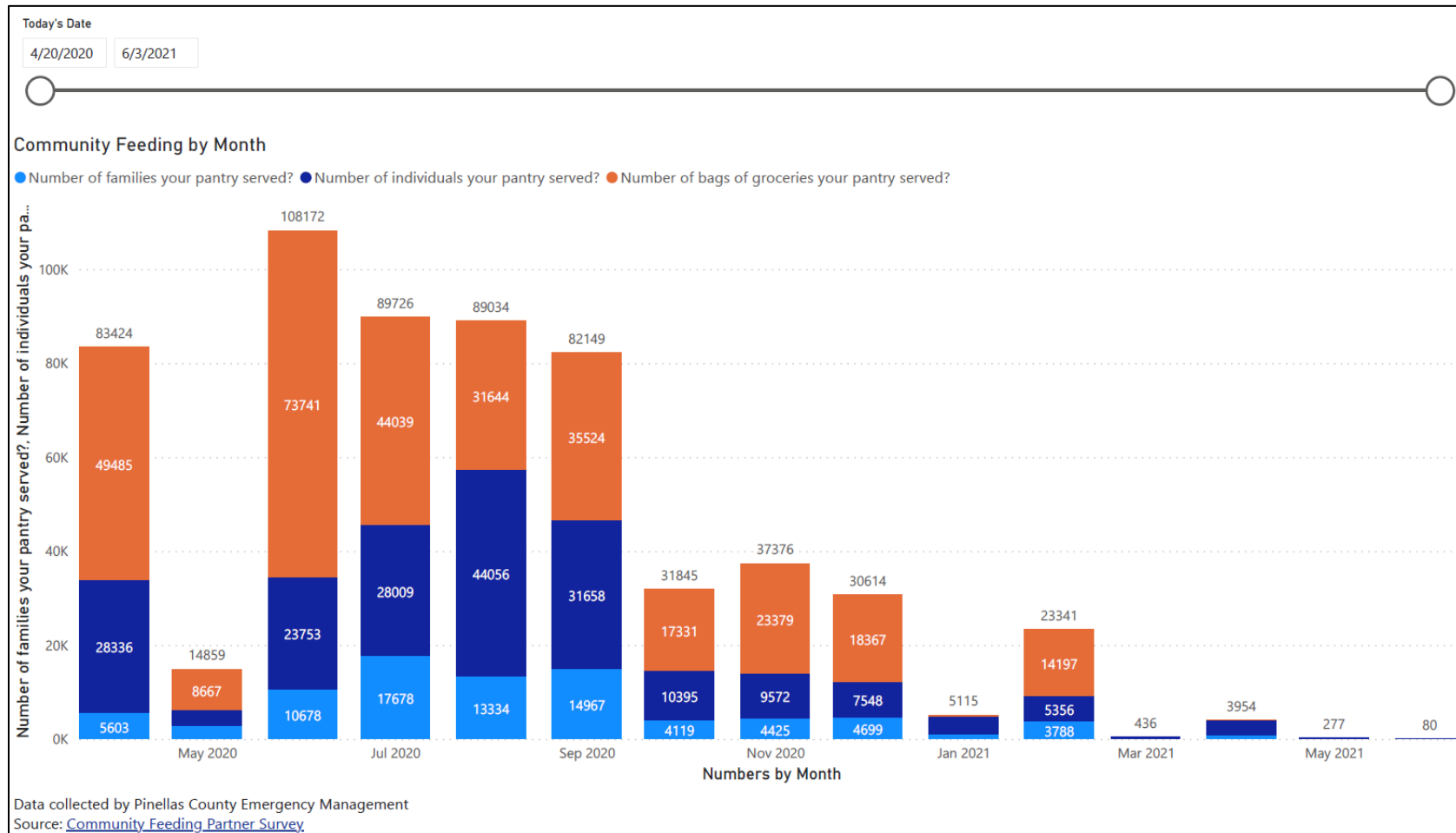
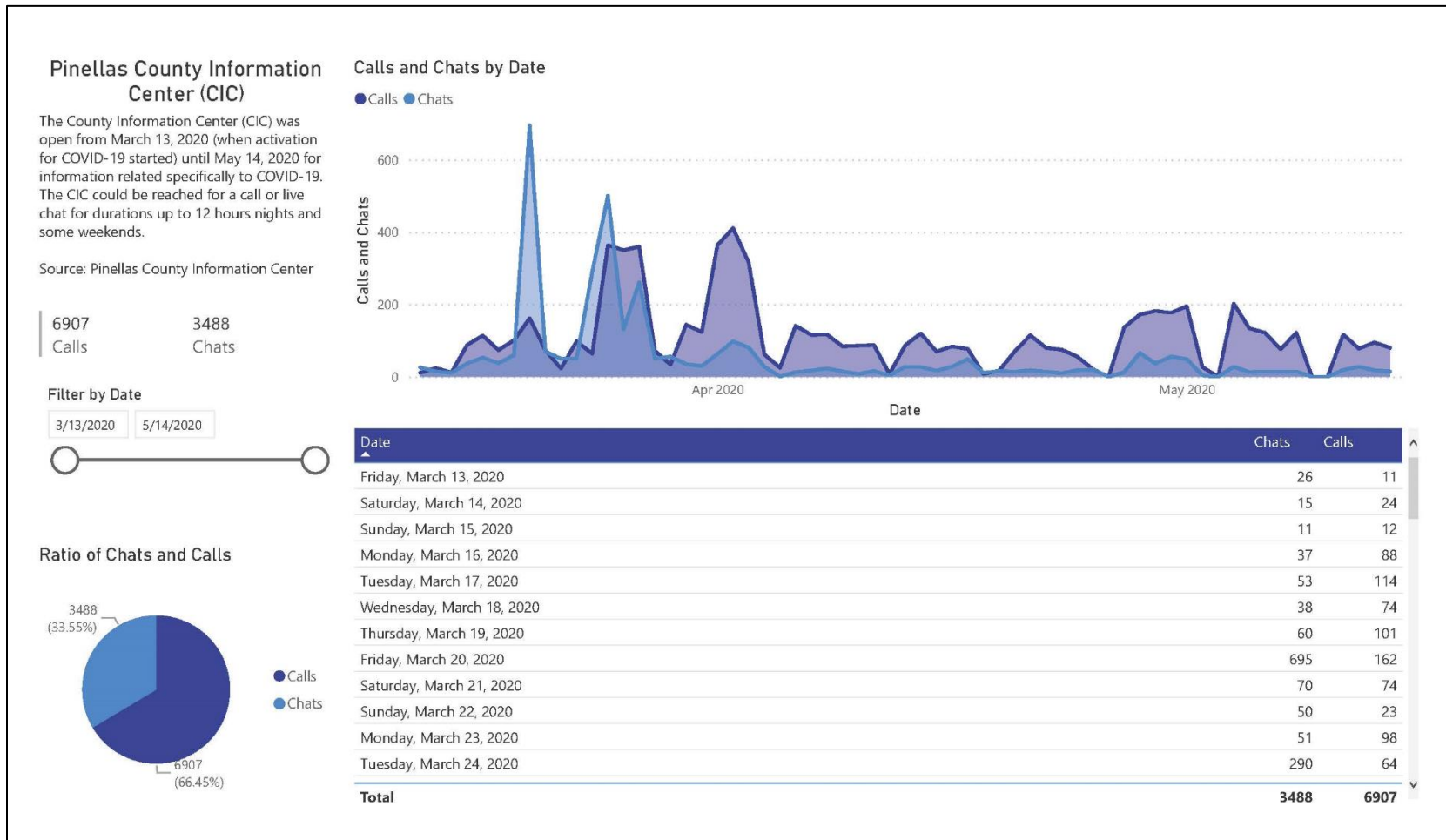


Figure 38: Data dashboard of County Information Center calls and live chats.



## APPENDIX 2: Incident Pictures

Figure 39: Personnel being screened at the Pinellas County Public Safety Complex.



Figure 40: Commissioner Pat Gerard and Sheriff Bob Gualtieri conduct a press conference at Clearwater Beach in April 2020.



Figure 41: A sign on a public beach indicating for residents to social distance and not gather in groups.



Figure 42: A PSTA bus with signage for residents to cover their faces with a face covering before riding.



Figure 43: A business displaying a notice from the Pinellas County Sheriff's Office and Pinellas County Government about COVID-19.



Figure 44: A digital messaging sign indicating where to drop off personal protective equipment donations.



*Figure 45: Volunteers coordinate with PCEM on receiving donations from the community at various donation sites throughout the county.*



*Figure 46: Clearwater Police, like many agencies, find ways to celebrate the community by doing parades and other socially distanced activities to keep the community engaged.*



*Figure 47: St. Petersburg Fire Rescue personnel don personal protective equipment.*





Figure 48: Medical staff at Ruth Eckerd Hall, a testing site run by Baycare Health Systems, Pinellas County Government, and the City of Clearwater, test residents in a drive through.



Figure 49: Staff work at the Mahaffey testing site in St. Petersburg.



Figure 50: Staff work to move supplies.



### **APPENDIX 3: United States Executive Orders**

Listing of the Executive Orders issued by the President of the United States related to Pinellas County and/or COVID-19. The individual files of the executive orders can be found online on the Federal Register website:

<https://www.federalregister.gov/presidential-documents/executive-orders>

03/18/2020	13909	Prioritizing and Allocating Health and Medical Resources to Respond to the Spread of COVID-19
03/23/2020	13910	Preventing Hoarding of Health and Medical Resources To Respond to the Spread of COVID-19
03/27/2020	13911	Delegating Additional Authority Under the Defense Production Act With Respect to Health and Medical Resources To Respond to the Spread of COVID-19
04/18/2020	13916	National Emergency Authority To Temporarily Extend Deadlines for Certain Estimated Payments
04/28/2020	13917	Delegating Authority Under the Defense Production Act With Respect to Food Supply Chain Resources During the National Emergency Caused by the Outbreak of COVID-19
05/14/2020	13922	Delegating Authority Under the Defense Production Act to the Chief Executive Officer of the United States International Development Finance Corporation To Respond to the COVID-19 Outbreak
05/19/2020	13924	Regulatory Relief To Support Economic Recovery
06/04/2020	13927	Accelerating the Nation's Economic Recovery From the COVID-19 Emergency by Expediting Infrastructure Investments and Other Activities
08/08/2020	13945	Fighting the Spread of COVID-19 by Providing Assistance to Renters and Homeowners
12/08/2020	13962	Ensuring Access to United States Government COVID-19 Vaccines
12/28/2020	13969	Expanding Educational Opportunity Through School Choice
01/20/2021	13987	Organizing and Mobilizing the United States Government To Provide a Unified and Effective Response To Combat COVID-19 and To Provide United States Leadership on Global Health and Security
01/20/2021	13990	Protecting Public Health and the Environment and Restoring Science To Tackle the Climate Crisis
01/20/2021	13991	Protecting the Federal Workforce and Requiring Mask-Wearing

01/20/2021	13992	Revocation of Certain Executive Orders Concerning Federal Regulation
01/21/2021	13994	Ensuring a Data-Driven Response to COVID-19 and Future High-Consequence Public Health Threats
01/21/2021	13995	Ensuring an Equitable Pandemic Response and Recovery
01/21/2021	13996	Establishing the COVID-19 Pandemic Testing Board and Ensuring a Sustainable Public Health Workforce for COVID-19 and Other Biological Threats
01/21/2021	13997	Improving and Expanding Access to Care and Treatments for COVID-19
01/21/2021	13998	Promoting COVID-19 Safety in Domestic and International Travel
01/21/2021	13999	Protecting Worker Health and Safety
01/21/2021	14000	Supporting the Reopening and Continuing Operation of Schools and Early Childhood Education Providers
01/21/2021	14001	A Sustainable Public Health Supply Chain
01/22/2021	14002	Economic Relief Related to the COVID-19 Pandemic
01/28/2021	14009	Strengthening Medicaid and the Affordable Care Act
02/24/2021	14017	America's Supply Chains
09/09/2021	14042	Ensuring Adequate COVID Safety Protocols for Federal Contractors
09/09/2021	14043	Requiring Coronavirus Disease 2019 Vaccination for Federal Employees

## **APPENDIX 4: State of Florida Executive Orders**

Listing of the State of Florida Executive Orders issued by the Governor of Florida related to Pinellas County and/or COVID-19. The individual files of the executive orders can be found online on the state's website: <https://www.flgov.com/2020-executive-orders/>

03/01/2020	20-51	Public Health Emergency
03/09/2020	20-52	State of Emergency
03/17/2020	20-68	Bars, Beaches, and Restaurants
03/20/2020	20-69	Local Government Public Meetings
03/20/2020	20-71	Alcohol Sales, Restaurants, and Gyms
03/20/2020	20-72	Non-essential Elective Medical Procedures
03/23/2020	20-80	Airport Screening and Isolation
03/24/2020	20-82	Isolation of Individuals Traveling to Florida
03/24/2020	20-83	Gatherings of Private Citizens and Density of Workforce
03/27/2020	20-86	Additional Requirements of Certain Individuals Traveling
03/27/2020	20-87	Vacation Rental Closures
04/01/2020	20-91	Essential Services and Activities During Emergency
04/01/2020	20-92	Essential Services and Activities During Emergency
04/02/2020	20-93	Reemployment Assistance Program
04/02/2020	20-94	Mortgage Foreclosure and Eviction Relief
04/06/2020	20-95	Documentary Stamps for SBA Loans
04/10/2020	20-103	Vacation Rental Closures
04/16/2020	20-104	Temporary Action Related to Unemployment Compensation
04/29/2020	20-111	Extension of Vacation Rental Closures
04/29/2020	20-112	Phase 1: Safe, Smart, Step-by-Step: Plan for Recovery
05/08/2020	20-114	Extension of Order 20-52: COVID-19
05/09/2020	20-120	Expanding Phase 1: Safe, Smart, Step-by-Step: Plan for Recovery

05/14/2020	20-121	Extension of Limited Mortgage Foreclosure and Eviction Relief
05/15/2020	20-123	Full Phase 1: Safe, Smart, Step-by-Step: Plan for Recovery
05/22/2020	20-131	Expanding Full Phase 1: Safe, Smart, Step-by-Step: Plan for Recovery
06/01/2020	20-137	Extension of Limited Mortgage Foreclosure and Eviction Relief
06/03/2020	20-139	Phase 2: Safe, Smart, Step-by-Step: Plan for Recovery
06/17/2020	20-149	Primary and General Elections
06/23/2020	20-150	Local Government Public Meetings
06/30/2020	20-159	Extension of Limited Mortgage Foreclosure and Eviction Relief
07/07/2020	20-166	Extension of State of Emergency
07/29/2020	20-179	Extension of Local Government Public Meetings
07/29/2020	20-180	Extension of Limited Mortgage Foreclosure and Eviction Relief
08/05/2020	20-192	Amendment of EO 20-68, 20-139, and 20-166
08/07/2020	20-193	Amendment of EO 20-179
08/21/2020	20-208	State of Emergency for Tropical Depression #13
08/27/2020	20-209	Termination of EO 20-208
08/28/2020	20-210	Delayed Renewal Deadlines for Licenses, etc. Issued by FDBPR
08/31/2020	20-211	Extension of Limited Mortgage Foreclosure and Eviction Relief
09/02/2020	20-212	Extends Deadlines for Students Graduating to Earn Scholarship
09/04/2020	20-213	Extension of State of Emergency
09/25/2020	20-244	Phase 3: Right to Work, Business Certainty, and Suspension of Fines
09/30/2020	20-246	Extension of Local Government Public Meetings
11/03/2020	20-276	Extension of State of Emergency
11/11/2020	20-278	State of Emergency for Tropical Storm Eta
11/24/2020	20-297	Extension EO 20-244
12/23/2020	20-315	Vaccine Administration

12/29/2020	20-316	Extension of State of Emergency
02/26/2021	21-45	Extension of State of Emergency
02/26/2021	21-46	Amendments to EO 20-315 Re: Vaccine Administration
03/01/2021	21-47	Amendments to EO 20-315 Re: Vaccine Administration
03/08/2021	21-62	Amendments to EO 20-315 Re: Vaccine Administration
03/10/2021	21-65	Clemency Order Regarding Remission of Fines
03/26/2021	21-67	Amendment to EO 21-67 Regarding Vaccine Administration
03/29/2021	21-80	Reemployment Assistance and Payment of Employer Contributions
04/02/2021	21-81	Prohibition of COVID-19 Vaccine Passports
04/03/2021	21-82	State of Emergency for Eastport Terminal Facility (Piney Point)
04/27/2021	21-94	Extension of State of Emergency
05/03/2021	21-101	Invalidation of All Remaining Local Orders Based on COVID-19
05/30/2021	21-102	Suspension of All Local Government Mandates Based on COVID-19
05/11/2021	21-105	State of Emergency for Colonial Pipeline Cyberattack
05/13/2021	21-116	Clemency Order Regarding Reprieves
06/16/2021	21-132	Clemency Order Regarding Categorical Grant of Full Pardons
06/16/2021	21-133	Clemency Order Regarding Categorical Remission of Fines
07/03/2021	21-150	State of Emergency for Tropical Storm Elsa
07/30/2021	21-175	Masks in Schools

## **APPENDIX 5: Pinellas County Ordinances and Resolutions**

Listing of the Pinellas County Ordinances and Resolutions issued by the BCC and County Administrator related to COVID-19 and concurrent emergencies. The individual files of the ordinances and resolutions can be found online on the county's website:

<http://www.pinellascounty.org/emergency/declarations.htm>

03/13/2020	20-16	State of Local Emergency
03/19/2020	20-17	Closure of Public Beaches
03/19/2020	20-18	Extension – State of Local Emergency
03/25/2020	20-19	Extension – State of Local Emergency
03/25/2020	20-20	“COVID-19 – Safer at Home” Order
04/02/2020	20-21	Extension – State of Local Emergency
04/02/2020	20-22	Requirements for Extension of Local State of Emergency
04/02/2020	20-23	Closure of Non-Essential Businesses and Requirements
04/13/2020	20-27	Extension – State of Local Emergency
04/16/2020	20-28	Extension – State of Local Emergency
04/21/2020	20-31	Extension – State of Local Emergency
04/28/2020	20-33	Relaxing Pool Restrictions with Conditions
04/28/2020	20-34	Relaxing Beach Restrictions with Conditions
04/28/2020	20-35	Opening Childcare Play Equipment with Conditions
04/28/2020	20-36	Pinellas Cares Financial Assistance
04/28/2020	20-37	Pinellas Cares Small Business Grants
05/01/2020	20-38	Extension – State of Local Emergency
05/01/2020	20-39	Clarification of Local Restrictions
05/05/2020	20-40	Extension – State of Local Emergency
05/14/2020	20-43	Extension – State of Local Emergency
05/19/2020	20-44	Extension – State of Local Emergency

05/28/2020	20-46	Order Lifting Restrictions Except as Provided
05/28/2020	20-47	Extension – State of Local Emergency
06/02/2020	20-48	Extension – State of Local Emergency
06/05/2020	20-51	Extension – State of Local Emergency
06/18/2020	20-52	Extension – State of Local Emergency
06/23/2020	20-53	Extension – State of Local Emergency
06/23/2020	20-14	Ordinance – Face Coverings
06/30/2020	20-57	Extension – State of Local Emergency
07/07/2020	20-58	Extension – State of Local Emergency
07/07/2020	20-59	Pinellas Cares Financial Assistance Expansion
07/07/2020	20-60	Pinellas Cares Expanded and Added Programs
07/16/2020	20-61	Extension – State of Local Emergency
07/21/2020	20-62	Extension – State of Local Emergency
07/23/2020	20-7	Emergency Order – Utilities Repayment Plans
07/30/2020	20-71	Extension – State of Local Emergency
08/06/2020	20-72	Extension – State of Local Emergency
08/11/2020	20-73	Extension – State of Local Emergency
08/20/2020	20-75	Extension – State of Local Emergency
08/27/2020	20-76	Extension – State of Local Emergency
09/03/2020	20-77	Extension – State of Local Emergency
09/10/2020	20-83	Extension – State of Local Emergency
09/17/2020	20-92	Extension – State of Local Emergency
09/22/2020	20-93	Extension – State of Local Emergency
09/22/2020	20-94	Order Providing for Delegation of Emergency Extensions
10/01/2020	20-08	Emergency Order for Extension – State of Local Emergency



10/06/2020	20-143	Extension – State of Local Emergency
10/14/2020	20-09	Emergency Order for Extension – State of Local Emergency
10/20/2020	20-145	Extension – State of Local Emergency
10/28/2020	20-10	Emergency Order for Extension – State of Local Emergency
11/04/2020	20-11	Emergency Order for Extension – State of Local Emergency
11/10/2020	20-12	Emergency Order for Extension – State of Local Emergency
11/11/2020	20-155	State of Local Emergency – Hurricane Eta
11/17/2020	20-161	Extension – State of Local Emergency
11/24/2020	20-13	Emergency Order for Extension – State of Local Emergency
12/02/2020	20-14	Emergency Order for Extension – State of Local Emergency
12/09/2020	20-15	Emergency Order for Extension – State of Local Emergency
12/15/2020	20-165	Extension – State of Local Emergency
12/22/2020	20-16	Emergency Order for Extension – State of Local Emergency
01/06/2021	21-1	Emergency Order for Extension – State of Local Emergency
01/12/2021	21-3	Extension – State of Local Emergency
01/22/2021	21-2	Emergency Order for Extension – State of Local Emergency
01/26/2021	21-7	Extension – State of Local Emergency
02/03/2021	21-4	Emergency Order for Extension – State of Local Emergency
02/09/2021	21-10	Extension – State of Local Emergency
02/17/2021	21-5	Emergency Order for Extension – State of Local Emergency
02/23/2021	21-13	Extension – State of Local Emergency
03/03/2021	21-6	Emergency Order for Extension – State of Local Emergency
03/09/2021	21-17	Extension – State of Local Emergency
03/17/2021	21-7	Emergency Order for Extension – State of Local Emergency
03/24/2021	21-8	Emergency Order for Extension – State of Local Emergency

03/31/2021	21-9	Emergency Order for Extension – State of Local Emergency
04/07/2021	21-10	Emergency Order for Extension – State of Local Emergency
04/13/2021	21-20	Extension – State of Local Emergency
04/21/2021	21-11	Emergency Order for Extension – State of Local Emergency
04/27/2021	21-21	Extension – State of Local Emergency
07/04/2021	21-43	State of Local Emergency – Hurricane Elsa

## APPENDIX 6: Incident Chronology

<b>December 2019</b>	
<b>Tuesday, December 31, 2019</b>	Authorities in China notify the WHO of multiple flu-like cases in the City of Wuhan, China.
<b>January 2020</b>	
<b>Tuesday, January 7, 2020</b>	Authorities in China identify the virus as a type of human coronavirus. The specific virus had not yet been seen in humans, according to the Centers for Disease Control and Prevention (CDC). The new virus is tentatively named 2019-nCoV.
<b>Saturday, January 11, 2020</b>	The first death associated with 2019-nCoV is reported in China.
<b>Tuesday, January 21, 2020</b>	The first case of 2019-nCoV is reported in the United States.
<b>Thursday, January 30, 2020</b>	The CDC confirms the first person-to-person virus transmission in the United States. The WHO declares the virus outbreak a Public Health Emergency of International Concern (PHEIC).
<b>February 2020</b>	
<b>Monday, February 17, 2020</b>	PCEM attends the National Association of City and County Health Officials (NACCHO) COVID-19 conference call with the CDC.
<b>Thursday, February 27, 2020</b>	PCEM creates a WebEOC Incident for information collection and sharing.
<b>Friday, February 28, 2020</b>	PCEM creates new COVID-19 WebEOC boards for information collection. St. Petersburg – Clearwater International Airport increases cleaning and disinfection scheduling of the airport. FDOH, PCEM, Pinellas County Human Services (PCHS), Pinellas County Communications (PCC), Pinellas County EMS – Medical Director (PCMD), and Pinellas County Safety and Emergency Services (PCSES) meet to discuss pandemic planning and situational awareness for COVID-19. PCEM notifies partners of the first scheduled Response Operations Coordination (ROC) call and webinar on March 3.
<b>March 2020</b>	
<b>Monday, March 2, 2020</b>	The Governor issues EO 20-51, declaring a Public Health Emergency for the state.
<b>Tuesday, March 3, 2020</b>	The EPG begins meeting to coordinate COVID-19 preparations and response. PCEM notifies partner agencies that a WebEOC Incident has been opened, and instructs them to enter any actions, press releases, reports, or other information onto the appropriate WebEOC boards. PCEM attends the first Florida Health Care Association (FHCA) conference call for nursing homes in preparation for COVID-19. PCEM conducts the first ROC and community partner conference call for COVID-19 to provide a

situation update, coordinate operations, and address any unmet needs.
PCSES conducts the first conference call with all hospitals and the PCMD.
PCC conducts the first regional PIO conference call with municipalities, adjacent counties, and partner agencies for public information coordination.
PCEM attends the first conference call with regional county emergency management directors to coordinate operations and decision making.
<b>Wednesday, March 4, 2020</b>
PCEM issues the first situation report to partner agencies.
<b>Thursday, March 5, 2020</b>
Pinellas County Office of Management and Budget (PCOMB) begins tracking COVID-19 expenditures and notifies county personnel.
PCEM attends the first statewide conference call with the FDOH and FDEM to discuss the current situation, statewide actions, and unmet needs.
<b>Friday, March 6, 2020</b>
PCEM and PCBTS meet to discuss continuity of operations (COOP) planning and preparedness.
FDEM creates a WebEOC Incident for information collection and sharing.
<b>Saturday, March 7, 2020</b>
The SEOC activates to a Level 2 – Partial Activation.
<b>Monday, March 9, 2020</b>
The Governor signs EO 20-52, declaring a State of Emergency for the state.
The EPG meets to coordinate COVID-19 preparations and response.
<b>Tuesday, March 10, 2020</b>
FDEM issues order 20-001, suspending any statute, rule, or order that would limit FDEM's ability to respond.
The Florida Attorney General activates the Price Gouging Hotline for residents to report potential scams and fraudulent pricing.
<b>Wednesday, March 11, 2020</b>
PCEM meets with the Pinellas County Supervisor of Elections (PCSOE) to coordinate preparation and support for outdoor voting.
The Florida Department of Corrections (FDOC) suspends visitations at all correctional institutes statewide.
FDEM issues order 20-002, prohibiting certain individuals from visiting healthcare facilities to limit the spread of COVID-19 in residential healthcare facilities.
<b>Thursday, March 12, 2020</b>
The WHO releases information that coronaviruses, such as the one that causes COVID-19, cannot be transmitted through mosquito bites.
PCEM notifies all county healthcare facilities of how to request essential supplies through the EOC due to supply chain interruptions.
The Pinellas County Office of Human Rights (PCOHR) and PCC disseminate information on civil rights and discrimination associated with COVID-19.
PCEM notifies county departments of the process for requesting critical resources.
<b>Friday, March 13, 2020</b>
The SEOC activates to a Level 1 – Full Activation.
INDYCAR cancels the Firestone Grand Prix of St. Petersburg.
The Pinellas County EOC activates to a Level 2 – Partial Activation.
The County Information Center (CIC) activates to answer resident's questions and address concerns.
The BCC begins an emergency meeting to discuss COVID-19.

The BCC issues Resolution 20-16, declares a Local State of Emergency for Pinellas County.
PCEM, PCBTS, and County Administration conduct a conference call for county departments to ensure readiness for employee telecommuting.
PCEM notifies healthcare facilities about the BCCs requirements for healthcare facilities to limit visitations and implement screening and protective measures.
Pinellas County School Board (PCSB) notifies residents that per the direction of Florida Department of Education (FDOE), schools will be closed through at least March 27 and deep cleaning of all school buildings will occur.
The President declares a nationwide emergency under the Stafford Act.
FDEM issues order 20-003, requiring any actions taken by FDOE to be informed by guidance from FDOH and the CDC, delaying statutory testing requirements, and to coordinate actions with local school districts.
The Federal Motor Carrier Safety Administration (FMCSA) and FLHSMV lift various federal and state restrictions on commercial transport to aid emergency supply chains.
<b>Saturday, March 14, 2020</b>
The USDAC granted waivers to FDACS, lifting requirements and allowing schools and community organizations to serve meals during COVID-19 school closures.
State Agricultural Response Team (SART) issues guidance and information on animals, food safety, and mosquitos related to COVID-19.
PCEM polls healthcare facilities about changes to their facility's visitation status.
PCEM notifies all county healthcare facilities of how to request essential supplies through the EOC due to supply chain interruptions.
<b>Sunday, March 15, 2020</b>
PCEM polls healthcare facilities about changes to their facility's visitation status.
FDOC begins limiting inmate intake across the State.
<b>Monday, March 16, 2020</b>
PCEM notifies healthcare facilities that in-person delivery and payment of facility Comprehensive Emergency Management Plans (CEMP) has been suspended.
PC911 notifies PCEM of the pandemic response at 10800 Temple Terrace, the first significant outbreak to occur at a healthcare facility in Pinellas County.
<b>Tuesday, March 17, 2020</b>
Governor Ron DeSantis issues EO 20-68 regarding bars, beaches, and restaurant closures.
PCEM notifies healthcare facilities of the order from FDEM (20-006) issuing restrictions for some facility types.
PCEM polls healthcare facilities about changes to their facility's visitation status.
PCEM sends the order from the County Administrator to partners and residents, ordering establishments licensed to sell alcohol to cease by 10:00 PM each night.
PCEM sends a WEA to all of Pinellas County, stating "Be kind, responsible, Respect social distancing of 6 ft., keep groups less than 10 people".
<b>Wednesday, March 18, 2020</b>
PCEM notifies all county healthcare facilities of how to request essential supplies through the EOC due to supply chain interruptions.
PCEM notifies healthcare facilities to utilize CDC guidance for determining their PPE needs, or contact AHCA.
<b>Thursday, March 19, 2020</b>
The Pinellas County BCC issues Resolution 20-17, closing beaches.
The Pinellas County BCC issues Resolution 20-18, extending the local state of emergency.
<b>Friday, March 20, 2020</b>
Governor Ron DeSantis signs EO 20-69 regarding local government public meeting requirements.

Governor Ron DeSantis signs EO 20-71 regarding alcohol sales, restaurants, and gyms.
Governor Ron DeSantis signs EO 20-72 regarding non-essential elective medical procedures.
PCEM notifies healthcare facilities guidance and clarifications from AHCA on FDEM's emergency order (20-006).
PCEM sends a WEA to all of Pinellas County, stating "Social distancing keeps us all safe. Pinellas public beaches closed starting at midnight".
<b>Sunday, March 22, 2020</b>
PCEM notifies healthcare facilities of CDC guidance for N95 respirators, fabric masks, and hand sanitizers.
<b>Monday, March 23, 2020</b>
Governor Ron DeSantis signs EO 20-80 regarding airport screening and passenger isolation.
<b>Tuesday, March 24, 2020</b>
Governor Ron DeSantis signs EO 20-82 regarding isolation of individuals traveling to Florida.
Governor Ron DeSantis signs EO 20-83 regarding protective measures for vulnerable populations, gatherings of citizens, and the density of the workforce.
<b>Wednesday, March 25, 2020</b>
The Pinellas County BCC issues Resolution 20-19, extending the Local State of Emergency.
The Pinellas County BCC issues Resolution 20-20, the "COVID-19 – Safer at Home" order.
<b>Thursday, March 26, 2020</b>
PCEM polls healthcare facilities about patient movement after contacting PC911 for emergency medical assistance.
<b>Friday, March 27, 2020</b>
Governor Ron DeSantis signs EO 20-86 regarding isolation of individuals traveling to Florida.
Governor Ron DeSantis signs EO 20-87 regarding vacation rental closures.
<b>April 2020</b>
<b>Wednesday, April 1, 2020</b>
Governor Ron DeSantis signs EO 20-91 and 20-92, both regarding essential services and activities during COVID-19 in the State of Florida.
<b>Thursday, April 2, 2020</b>
Governor Ron DeSantis signs EO 20-93 regarding the Reemployment Assistance Program.
Governor Ron DeSantis signs EO 20-94 regarding mortgage foreclosure and eviction relief.
The Pinellas County BCC issues Resolution 20-21, extending the Local State of Emergency.
The Pinellas County BCC issues Resolution 20-22 regarding requirements for the extension of the local state of emergency.
The Pinellas County BCC issues Resolution 20-23 regarding closure of non-essential businesses and requirements for essential businesses.
<b>Monday, April 6, 2020</b>
Governor Ron DeSantis signs EO 20-95 regarding documentary stamps for SBA loans.
<b>Friday, April 10, 2020</b>
Governor Ron DeSantis signs EO 20-103 regarding vacation rental closures.
<b>Monday, April 13, 2020</b>
The Pinellas County BCC issues Resolution 20-27, extending the Local State of Emergency.
<b>Thursday, April 16, 2020</b>
Governor Ron DeSantis signs EO 20-104 regarding unemployment compensation.

The Pinellas County BCC issues Resolution 20-28, extending the Local State of Emergency.
<b>Tuesday, April 21, 2020</b>
FEMA releases guidance and information on procurement during the COVID-19 national emergency.
The Pinellas County BCC issues Resolution 20-31 extending the Local State of Emergency.
<b>Tuesday, April 28, 2020</b>
The Pinellas County BCC issues Resolution 20-33 relaxing pool restrictions with conditions.
The Pinellas County BCC issues Resolution 20-34 relaxing beach restrictions with conditions.
The Pinellas County BCC issues Resolution 20-35 relaxing child care play equipment restrictions with conditions.
The Pinellas County BCC issues Resolution 20-36 regarding Pinellas Cares Financial Assistance.
The Pinellas County BCC issues Resolution 20-37 regarding Pinellas Cares Small Business Grants.
<b>Wednesday, April 29, 2020</b>
Governor Ron DeSantis signs EO 20-111 regarding limited extension of essential services and activities and vacation rental prohibition.
Governor Ron DeSantis signs EO 20-112, Phase 1 of Florida's Plan for Recovery.
<b>May 2020</b>
<b>Friday, May 1, 2020</b>
The Pinellas County BCC issues Resolution 20-38 extending the Local State of Emergency.
The Pinellas County BCC issues Resolution 20-39 clarifying local restrictions.
<b>Tuesday, May 5, 2020</b>
The Pinellas County BCC issues Resolution 20-40 extending the Local State of Emergency.
<b>Friday, May 8, 2020</b>
Governor Ron DeSantis signs EO 20-114, extending the State of Emergency.
<b>Saturday, May 9, 2020</b>
Governor Ron DeSantis signs EO 20-120, expanding Phase 1 of Florida's Plan for Recovery.
<b>Thursday, May 14, 2020</b>
Governor Ron DeSantis signs EO 20-121 regarding limited extension of mortgage foreclosure and eviction relief.
The Pinellas County BCC issues Resolution 20-43 extending the Local State of Emergency.
<b>Friday, May 15, 2020</b>
Governor Ron DeSantis signs EO 20-123, Full Phase 1 of Florida's Plan for Recovery.
<b>Tuesday, May 19, 2020</b>
The Pinellas County BCC issues Resolution 20-44 extending the Local State of Emergency.
<b>Friday, May 22, 2020</b>
Governor Ron DeSantis signs EO 20-131, Expanding Full Phase 1 of Florida's Plan for Recovery.
<b>Thursday, May 28, 2020</b>
The Pinellas County BCC issues Resolution 20-46, lifting restrictions except as specified.
The Pinellas County BCC issues Resolution 20-47 extending the Local State of Emergency.
<b>June 2020</b>
<b>Monday, June 1, 2020</b>
Governor Ron DeSantis signs EO 20-137, regarding limited extension of mortgage foreclosure and

eviction relief.
PCSES – EMS and Fire Administration provides an update to the EMS Advisory Council on countywide civil unrest plans.
<b>Tuesday, June 2, 2020</b>
The Pinellas County BCC issues Resolution 20-48 extending the Local State of Emergency.
<b>Wednesday, June 3, 2020</b>
Governor Ron DeSantis signs EO 20-139, Phase 2 of Florida's Plan for Recovery.
<b>Thursday, June 4, 2020</b>
FDEM issues the first version of the Florida Co-Response Pre-Landfall Tropical Weather Guidance to Florida Counties.
<b>Friday, June 5, 2020</b>
The Pinellas County BCC issues Resolution 20-51 extending the Local State of Emergency.
<b>Monday, June 8, 2020</b>
PCEM releases the 2020 Hurricane Preparedness Guide, including information on preparing for emergencies with COVID-19 considerations.
<b>Tuesday, June 9, 2020</b>
FEMA releases guidance for local and state governments to assist them in establishing a Business Emergency Operations Center (BEOC) to support the mitigation of COVID-19 spread within the business community.
<b>Wednesday, June 10, 2020</b>
Governor DeSantis announces that FDEM will begin distributing CARES Act funding to counties.
<b>Thursday, June 11, 2020</b>
Pinellas County Sheriff's Office (PCSO) reports that the Pinellas County Jail is experiencing an outbreak of COVID-19 after 13 PCSO staff members and five (5) inmates tested positive.
<b>Wednesday, June 17, 2020</b>
Governor Ron DeSantis signs EO 20-149 regarding primary and general elections during COVID-19.
FDEM notifies PCEM of US Health and Human Services (HHS) mass ordering guidance for cloth masks to help mitigate the spread of COVID-19.
PCEM sends the COVID-19 AAR survey to partners.
FDEM issues the second version of the Florida Co-Response Pre-Landfall Tropical Weather Guidance to Florida Counties.
<b>Thursday, June 18, 2020</b>
The Pinellas County BCC issues Resolution 20-52 extending the Local State of Emergency.
<b>Friday, June 19, 2020</b>
PCDAS notifies county departments that fleet management will decommission three of the five county fleet management facilities due to safety concerns.
<b>Saturday, June 20, 2020</b>
FDOH issues an additional Public Health Advisory, advising residents to wear masks in public, refrain from mass gathers, and for vulnerable populations to limit interactions with people outside of their home.
<b>Tuesday, June 23, 2020</b>
Governor Ron DeSantis signs EO 20-150 regarding local government public meetings.
PCEM on behalf of PCSES – EMS and Fire Administration notifies healthcare facilities to refrain from dialing 911 and requesting transportation for asymptomatic COVID-19 positive patients and encouraging them to work with their medical directors for prearrangement of patient transfers.
The Pinellas County BCC issues Resolution 20-53 extending the Local State of Emergency.
The Pinellas County BCC issues Ordinance 20-14 regarding face coverings.



PCC notifies county departments of the county ordinance requiring face coverings, with exceptions, in addition to other COVID-19 safety measures.
<b>Thursday, June 25, 2020</b>
FDEM notifies PCEM that USHHS is no longer accepting requests for cloth masks due to supply issues.
<b>Friday, June 26, 2020</b>
The EOC reactivates to a Level 2 – Partial Activation, and the CIC reopens to respond to resident inquiries.
FDEM notifies PCEM that the state is now tracking private sector testing sites.
PCEM notifies PCC that FDEM is tracking private sector testing sites to ensure information consistency between websites.
The FDBPR issues Emergency Order 20-09, requiring businesses who derive more than 50% of their gross revenue from alcohol sales to shut down.
<b>Saturday, June 27, 2020</b>
FDEM notifies PCEM that the community testing site planned for the Mahaffey Theater was approved by the Governor.
<b>Tuesday, June 30, 2020</b>
Governor Ron DeSantis signs EO 20-159 regarding limited extension of mortgage foreclosure and eviction relief.
The Pinellas County BCC issues Resolution 20-57 extending the Local State of Emergency.
<b>July 2020</b>
<b>Tuesday, July 7, 2020</b>
Governor Ron DeSantis signs EO 20-166, extending the State of Emergency.
The Pinellas County BCC issues Resolution 20-58 extending the Local State of Emergency.
The Pinellas County BCC issues Resolution 20-59 regarding Pinellas Cares Financial Assistance Expansion.
The Pinellas County BCC issues Resolution 20-60 regarding Pinellas Cares Expanded and added programs.
<b>Thursday, July 16, 2020</b>
The Pinellas County BCC issues Resolution 20-61 extending the Local State of Emergency.
<b>Tuesday, July 21, 2020</b>
The Pinellas County BCC issues Resolution 20-62 extending the Local State of Emergency.
<b>Thursday, July 23, 2020</b>
The County Administrator issues Order 20-7 regarding Utilities repayment plans.
<b>Wednesday, July 29, 2020</b>
Governor Ron DeSantis signs EO 20-179 regarding local government public meetings.
Governor Ron DeSantis signs EO 20-180 regarding limited extension of mortgage foreclosure and eviction relief.
<b>Thursday, July 30, 2020</b>
The Pinellas County BCC issues Resolution 20-71 extending the Local State of Emergency.
<b>August 2020</b>
<b>Wednesday, August 5, 2020</b>
Governor Ron DeSantis signs EO 20-192, amending previous executive orders 20-68, 20-139, and 20-166.
<b>Thursday, August 6, 2020</b>
The Pinellas County BCC issues Resolution 20-72 extending the Local State of Emergency.

<b>Friday, August 7, 2020</b>
Governor Ron DeSantis signs EO 20-193, amending 20-179.
<b>Saturday, August 8, 2020</b>
The President issues EO-13945 regarding fighting the spread of covid-19 by providing assistance to renters and homeowners.
<b>Tuesday, August 11, 2020</b>
The Pinellas County BCC issues Resolution 20-73 extending the Local State of Emergency.
<b>Thursday, August 20, 2020</b>
The Pinellas County BCC issues Resolution 20-75 extending the Local State of Emergency.
<b>Thursday, August 27, 2020</b>
The Pinellas County BCC issues Resolution 20-76 extending the Local State of Emergency.
<b>Friday, August 28, 2020</b>
Governor Ron DeSantis signs EO 20-210, delaying renewal deadlines for licenses issued by FDBPR.
<b>Monday, August 31, 2020</b>
Governor Ron DeSantis signs EO 20-211 regarding limited extension of mortgage foreclosure and eviction relief.
<b>September 2020</b>
<b>Thursday, September 3, 2020</b>
The Pinellas County BCC issues Resolution 20-77 extending the Local State of Emergency.
<b>Friday, September 4, 2020</b>
Governor Ron DeSantis signs EO 20-213, extending the State of Emergency.
<b>Thursday, September 10, 2020</b>
The Pinellas County BCC issues Resolution 20-83 extending the Local State of Emergency.
<b>Thursday, September 17, 2020</b>
The Pinellas County BCC issues Resolution 20-92 extending the Local State of Emergency.
<b>Tuesday, September 22, 2020</b>
The Pinellas County BCC issues Resolution 20-93 extending the Local State of Emergency.
The Pinellas County BCC issues Resolution 20-94 providing for delegation of emergency extensions.
<b>Friday, September 25, 2020</b>
Governor Ron DeSantis signs EO 20-244, implementing Phase 3 of Florida's Recovery Plan.
<b>Wednesday, September 30, 2020</b>
Governor Ron DeSantis signs EO 20-246 regarding local government public meetings.
<b>October 2020</b>
<b>Friday, October 1, 2020</b>
The County Administrator issues Emergency Order 20-08 extending the local state of emergency.
<b>Tuesday, October 6, 2020</b>
The Pinellas County BCC issues Resolution 20-143 providing for delegation of emergency extensions.
<b>Wednesday, October 14, 2020</b>
The County Administrator issues Emergency Order 20-09 extending the local state of emergency.
<b>Tuesday, October 20, 2020</b>
The Pinellas County BCC issues Resolution 20-145 providing for delegation of emergency extensions.
<b>Wednesday, October 28, 2020</b>

The County Administrator issues Emergency Order 20-10 extending the local state of emergency.
<b>November 2020</b>
<b>Tuesday, November 3, 2020</b>
Governor Ron DeSantis signs EO 20-276, extending the State of Emergency.
<b>Wednesday, November 4, 2020</b>
The County Administrator issues Emergency Order 20-11 extending the local state of emergency.
<b>Tuesday, November 10, 2020</b>
The County Administrator issues Emergency Order 20-11 extending the local state of emergency.
<b>Tuesday, November 17, 2020</b>
The County Administrator issues Emergency Order 20-161 extending the local state of emergency.
<b>Tuesday, November 24, 2020</b>
Governor Ron DeSantis signs EO 20-297, expanding on Phase 3 of Florida's Recover Plan.
The County Administrator issues Emergency Order 20-13 extending the local state of emergency.
<b>December 2020</b>
<b>Wednesday, December 2, 2020</b>
The County Administrator issues Emergency Order 20-14 extending the local state of emergency.
<b>Tuesday, December 8, 2020</b>
The President issues EO-13962 regarding access to vaccines.
<b>Wednesday, December 9, 2020</b>
The County Administrator issues Emergency Order 20-15 extending the local state of emergency.
<b>Tuesday, December 15, 2020</b>
The County Administrator issues Emergency Order 20-165 extending the local state of emergency.
<b>Tuesday, December 22, 2020</b>
The County Administrator issues Emergency Order 20-16 extending the local state of emergency.
<b>Wednesday, December 23, 2020</b>
Governor Ron DeSantis signs EO 20-315 regarding vaccine administration.
<b>Tuesday, December 29, 2020</b>
Governor Ron DeSantis signs EO 20-316, extending the State of Emergency.
<b>January 2021</b>
<b>Monday, January 4, 2021</b>
PC Marketing and Communications has added a Vaccine page to the COVID-19 website <a href="https://covid19.pinellascounty.org/vaccines/">https://covid19.pinellascounty.org/vaccines/</a>
<b>Tuesday, January 5, 2021</b>
FDOH – Pinellas begins offering vaccines by appointment only in Pinellas for residents aged 65 and older at three FDOH locations.
<b>Wednesday, January 6, 2021</b>
The Pinellas County Administrator issues Emergency Order 21-1, extending the Local State of Emergency.
<b>Monday, January 11, 2021</b>
The Pinellas Park Auditorium opens for COVID-19 vaccinations for first responders.
<b>Tuesday, January 12, 2021</b>

The Pinellas County BCC issues Resolution 21-3, extending the Local State of Emergency.
<b>Friday, January 15, 2021</b>
Pinellas County launched vaccine appointment registration system.
The EOC Planning Section issues Recovery Situation Report #81 to partners.
FDEM begins working with faith based communities throughout the state and Pinellas to partner directly with churches to distribute vaccinations to their 65 and older congregation.
FDEM begins planning missions with 55 plus communities to distribute vaccination to residents 65 and older within them.
<b>Saturday, January 16, 2021</b>
Center for Health Equity in St. Petersburg opens for COVID-19 vaccinations for healthcare workers.
<b>Tuesday, January 19, 2021</b>
The Centre in Palm Harbor opens for COVID-19 vaccinations for the eligible population.
Center for Health Equity in St. Petersburg opens for COVID-19 vaccinations for the eligible population.
The Pinellas Park Auditorium opens for COVID-19 vaccinations for the eligible population.
<b>Wednesday, January 20, 2021</b>
The Highland Recreation Center in Largo opens for COVID-19 vaccinations for the eligible population.
<b>Thursday, January 21, 2021</b>
The Pinellas County Administrator issues Emergency Order 21-3 COVID-19 Requirements for Outdoor Large-Scale Special Events.
President Biden releases the National Strategy for The COVID-19 Response and Pandemic Preparedness.
FDOH releases Public Health Advisory for Prioritization of Floridians for COVID-19 Vaccinations Given in Florida.
<b>Friday, January 22, 2021</b>
The Governor announced vaccination partnership with Publix to expand statewide. An additional 137 Publix locations will begin offering COVID-19 vaccinations. In total, 242 Publix locations across 18 counties offer COVID-19 vaccinations to individuals aged 65 and older, as well as frontline health care workers.
The FDA amended the Emergency Use Authorization of the Pfizer-BioNTech COVID-19 vaccine to reflect an additional sixth dose included in vials and McKesson increased the individual Pfizer ancillary kit contents from a kit that supported 975 doses to a kit supporting 1170 doses.
The Pinellas County Administrator issues Emergency Order 21-2, extending the Local State of Emergency.
<b>Tuesday, January 26, 2021</b>
The Pinellas County BCC issues Resolution 21-7, extending the Local State of Emergency.
<b>Wednesday, January 27, 2021</b>
The CDC updates interim clinical considerations on intervals between the first and second dose. The second dose should be administered as close to the recommended interval as possible. However, if it is not feasible to adhere to the recommended interval, the second dose of Pfizer-BioNTech and Moderna COVID-19 vaccines may be scheduled for administration up to 6 weeks (42 days) after the first dose.
<b>February 2021</b>
<b>Tuesday, February 2, 2021</b>
The Pinellas Central Vaccine Site in Largo opens for COVID-19 vaccinations for the eligible population.
The President issued a directive allowing FEMA to pay 100% federal funding for the costs of previously eligible activities from the beginning of the pandemic in January 2020 to Sept. 30, 2021.
<b>Wednesday, February 3, 2021</b>

22 Publix stores in Pinellas begins offering vaccination appointments for the eligible population.
The Pinellas County Administrator issues Emergency Order 21-4, extending the Local State of Emergency.
<b>Tuesday, February 9, 2021</b>
The Pinellas County BCC issues Resolution 21-10, extending the Local State of Emergency.
<b>Friday, February 12, 2021</b>
Walmart and Sam's Club pharmacies begin administering COVID-19 vaccines to those eligible through the U.S. Federal Retail Pharmacy Program. More than 1,000 Walmart and Sam's Club pharmacies in 22 states, including Florida, are receiving federal vaccine allocations this week, with an emphasis on locations that reach customers in underserved communities with limited access to health care. 6 locations open in Pinellas County.
The EOC Planning Section issues Recovery Situation Report #83 to partners.
<b>Monday, February 15, 2021</b>
FEMA Releases a Community Vaccination Center Playbook. This playbook establishes guidance for providing federal support to existing and new Community Vaccination Centers that are essential to accomplishing the mission, to include interagency coordination, resource support, facility setup, and other requirements that may necessitate federal support.
<b>Wednesday, February 17, 2021</b>
The Pinellas County Administrator issues Emergency Order 21-5, extending the Local State of Emergency.
<b>Tuesday, February 23, 2021</b>
The Pinellas County BCC issues Resolution 21-13, extending the Local State of Emergency.
<b>March 2021</b>
<b>Monday, March 1, 2021</b>
The EOC Planning Section issues Recovery Action Plan #11 to partners.
The Pinellas Park Auditorium closes for COVID-19 vaccinations.
The Centre in Palm Harbor closes for COVID-19 vaccinations.
US Department of Health and Human Services ASPR published a "tip sheet" for public health officials and emergency managers in engaging community-based organizations (CBOs) in local vaccination efforts to ensure the needs of at-risk populations are met and to ensure equitable and accessible planning. The tool includes "locators" for public health and emergency management to locate relevant CBOs to collaborate on outreach to underserved communities to address equity.
<b>Tuesday, March 2, 2021</b>
The Department of Health and Human Services (HHS) released a secretarial directive that all Federal Vaccination Sites and Federal Pharmacy Programs to are directed and required to make available and administer, as one of the currently eligible groups, COVID-19 vaccine to those who work in pre-primary, primary, and secondary schools, as well as Head Start and Early Head Start programs (including teachers, staff, and bus drivers) and those who work as or for licensed child care providers, including center-based and family care providers.
The Highland Recreation Center in Largo closes for COVID-19 vaccinations.
<b>Wednesday, March 3, 2021</b>
FDOH allows medically vulnerable persons to be vaccinated by APRNs and pharmacists with a state approved form filled out by their physician.
The Department of Health and Human Services, Office of Inspector General (HHS-OIG), the Food and Drug Administration Office of Criminal Investigations (FDA-OCI), and the FBI Criminal Investigative Division, in coordination with the FBI's Office of Private Sector (OPS), prepared a Liaison Information Report (LIR) to inform healthcare providers and public health entities about risks posed by improper disposal of COVID-19 vaccines and vaccine-related materials.

The Pinellas County Administrator issues Emergency Order 21-6, extending the Local State of Emergency.
<b>Monday, March 8, 2021</b>
FDEM provides an updated list of which provider types can administer vaccine in Florida.
The Pinellas Park Performing Arts Center opens for COVID-19 vaccinations for the eligible population.
Pinellas County Marketing and Communications shares a bilingual flyer for posting in any community area or sharing w/ community partners. The registration guide is a step-by-step explanation of signing up for a vaccination appointment
<b>Tuesday, March 9, 2021</b>
The Pinellas County BCC issues Resolution 21-17, extending the Local State of Emergency.
<b>Friday, March 12, 2021</b>
The Florida Division of Emergency Management and Florida Department of Health announces a new partnership with AIDS Healthcare Foundation to provide vaccinations to individuals living with HIV in Florida. According to the CDC, people who are in an immunocompromised state from HIV may be at an increased risk for severe illness from COVID-19. By providing vaccine directly to the AIDS Healthcare Foundation, the state is ensuring that this population has access to the COVID-19 vaccine. Through this partnership, AIDS Healthcare Foundation will be administering this vaccine at 18 locations in eight counties, including Pinellas.
<b>Monday, March 15, 2021</b>
Office of the Governor issues Executive Order 21-62 amending EO 20-315 – Vaccine Administration/Protecting Florida’s Seniors expands vaccine eligibility to the general population aged 60 and older.
<b>Tuesday, March 16, 2021</b>
CDC updates guidance for operating childcare programs during COVID-19
<b>Wednesday, March 17, 2021</b>
The Pinellas County Administrator issues Emergency Order 21-7, extending the Local State of Emergency.
<b>Sunday, March 21, 2021</b>
The State lifts limitations on Long-Term Care Facility visitation. Nursing homes must follow revised federal CMS visitation guidelines and core principles of infection prevention. Assisted living facilities and other long-term care facilities must follow state and federal recommendations and industry best practices for visitation, infection prevention, and the screening and triage of everyone entering a facility for signs and symptoms of COVID-19.
<b>Wednesday, March 24, 2021</b>
The Shuttered Venue Operators Grant (SVOG) program is established by the Economic Aid to Hard-Hit Small Businesses, Nonprofits, and Venues Act, and amended by the American Rescue Plan Act. The program includes over \$16 billion in grants to shuttered venues, to be administered by US Small Business Administration (SBS) Office of Disaster Assistance. Eligible applicants may qualify for grants equal to 45% of their gross earned revenue, with the maximum amount available for a single grant award of \$10 million. \$2 billion is reserved for eligible applications with up to 50 full-time employees.
The Pinellas County Administrator issues Emergency Order 21-8, extending the Local State of Emergency.
<b>Thursday, March 25, 2021</b>
Vaccines now available at 150 CVS locations, 125 Wal-Mart and Sam’s Club locations, more than 70 Winn Dixie locations, soon-to-be over 600 Walgreens pharmacies, and every single one of the 730 Publix pharmacies across the state.
<b>Monday, March 29, 2021</b>
Governor Ron DeSantis announces new eligibility guidelines for COVID-19 vaccinations in Florida. All individuals age 40 and older are eligible to receive the COVID-19 vaccine.

<b>Wednesday, March 31, 2021</b>
Financial becomes available 31 for Pinellas County renters who are behind on rent or at risk of missing a rent payment due to the COVID 19 pandemic. Pinellas County's Emergency Rental Assistance Program will cover eligible applicants' missed and future rent payments.
The Pinellas County Administrator issues Emergency Order 21-9, extending the Local State of Emergency.
<b>April 2021</b>
<b>Thursday, April 1, 2021</b>
The State-led vaccination site at Palm Harbor has relocated to Suncoast YMCA in Clearwater, FL as a drive-thru only site.
Tropicana Field CBTS reduced lanes from 2 to 1 due to decrease in testing demand.
<b>Friday, April 2, 2021</b>
Governor Desantis issued Executive Order 21-81 Prohibiting COVID-19 Vaccine Passports - No Florida government entity, or its subdivisions, agents, or assigns, or business shall be permitted to issue vaccine passports, vaccine passes, or other standardized documentation for the purpose of certifying an individual's COVID-19 vaccination status to a third party, or otherwise publish or share any individual's COVID-19 vaccination record or similar health information.
<b>Monday, April 5, 2021</b>
Governor Ron DeSantis announces new eligibility guidelines for COVID-19 vaccinations in Florida. All individuals age 18 and older are eligible to receive the COVID-19 vaccine.
FEMA released policy #104-21-0003, defining the framework, policy details, and requirements for determining the eligibility of "safe opening and operation work and costs under the PA program" for SLTTs and eligible private non-profit (PNP) organizations conducted from 1/21/21 to 9/30/21.
<b>Wednesday, April 7, 2021</b>
The Pinellas County Administrator issues Emergency Order 21-10, extending the Local State of Emergency.
<b>Tuesday, April 13, 2021</b>
Johnson & Johnson COVID-19 Vaccine use has been paused due to cases of a rare and severe type of blood clot.
The Pinellas County BCC issues Resolution 21-20, extending the Local State of Emergency.
<b>Wednesday, April 21, 2021</b>
The Pinellas County Administrator issues Emergency Order 21-11, extending the Local State of Emergency.
<b>Friday, April 23, 2021</b>
FDEM begins hosting Recovery Operations Calls for DR-4486 COVID-19.
<b>Tuesday, April 27, 2021</b>
The Governor signed executive order 21-94, extending executive order 20-52 declaring a State of Emergency in Florida due to COVID-19
The Pinellas County BCC issues Resolution 21-21, extending the Local State of Emergency.
The CDC updated their guidance for fully vaccinated people to include new mask guidance during certain outdoor activities.
<b>Thursday, April 29, 2021</b>
The State Surgeon General issues a public health advisory rescinding previous COVID-19 Public Health Advisories. Eligibility for COVID-19 vaccines, and advises that State government offices should be conducting in-person operations to carry out their duties.
<b>May 2021</b>

<b>Monday, May 3, 2021</b>
The Governor signed executive order 21-102 suspending all remaining local government mandates and restrictions on individuals and businesses based on the COVID-19 State of Emergency.
The Governor signed Senate Bill 2006 emergency power update (attached), effective July 1 Any emergency order excluding hurricanes is capped at 7 day increments for a total of 42 days, excluding hurricanes. Governor can overrule any local emergency order. This bill will prohibit vaccine passports. State/local governments can't close schools or businesses unless they meet strict guidelines. This bill does not limit private corporation policies on health practices.
<b>Friday, May 7, 2021</b>
The Pinellas Central Vaccine Site in Largo closes for COVID-19 vaccines.
<b>Monday, May 10, 2021</b>
FDA Authorizes Pfizer-BioNTech COVID-19 Vaccine for Emergency Use in Adolescents 12 through 15 years of age.
<b>Wednesday, May 12, 2021</b>
The Florida Department of Health updates the DOH COVID-19 Consent Form on 5/12 to align with the FDA EUA of Pfizer for use in individuals 12 and older.
CDC Advisory Committee on Immunization Practices (ACIP) Recommended Pfizer-BioNTech Covid-19 Vaccine for 12- to 15-Year-Olds
<b>Friday, May 14, 2021</b>
CDC announced that fully vaccinated people can resume activities without wearing a mask or physically distancing, except where required by federal, state, local, tribal, or territorial laws, rules, and regulations, including local business and workplace guidance.
<b>Saturday, May 15, 2021</b>
Tropicana Field site run by PCEM opens for COVID-19 testing.
<b>Monday, May 17, 2021</b>
FDOH-Pinellas will begin offering the vaccine by appointment at St. Petersburg, Clearwater and Mid-County centers. Appointments available at St. Petersburg and Clearwater on Mondays, Wednesdays and Fridays; Mid-County appointments will be on Tuesdays and Thursdays.
<b>Friday, May 21, 2021</b>
The EOC Planning Section issues Recovery Situation Report #90 to partners.
The Pinellas Park Performing Arts Center closes for COVID-19 vaccinations.
State vaccination sites discontinue offering first dose of Pfizer and Moderna vaccinations and continue distributing Johnson and Johnson
<b>Wednesday, May 26, 2021</b>
Pinellas County EMS reduces to COVID-19 Pandemic Plan CONDITION GREEN from CONDITION YELLOW.
<b>Friday, May 28, 2021</b>
Ruth Eckerd Hall site run by BayCare closes for COVID-19 testing.
Center for Health Equity in St. Petersburg closes for COVID-19 vaccinations.
State Emergency Operations Center moves to a Level 2 activation from a Level 1.
<b>June 2021</b>
<b>Friday, June 4, 2021</b>
The EOC Planning Section issues Recovery Situation Report #91 to partners.
<b>Saturday, June 5, 2021</b>
The PSTA resumes collecting fares.
<b>Sunday, June 6, 2021</b>



PSTA resumes pre-COVID bus services.
<b>Friday, June 25, 2021</b>
The State EOC returned to a Level 3 - Normal Operations status.
<b>Sunday, June 27, 2021</b>
Florida Division of Emergency Management transitions responsibility for COVID-19 response to the Florida Department of Health.
<b>Tuesday, June 29, 2021</b>
Pinellas County Administration and FDOH – Pinellas host Pinellas County employee vaccination clinics at Public Works (22211 U.S. 19 N. Clearwater), Regional 911 Center/Public Safety Complex (10750 Ulmerton Road, Largo), Downtown Clearwater Courthouse Annex Building (400 S. Ft. Harrison St., Clearwater), County Justice Center (14250 49th St N, Clearwater)
<b>Wednesday, June 30, 2021</b>
Pinellas County Administration and FDOH – Pinellas host Pinellas County employee vaccination clinic at Regional 911 Center/Public Safety Complex (10750 Ulmerton Road, Largo)
<b>July 2021</b>
<b>Thursday, July 1, 2021</b>
Pinellas County Administration and FDOH – Pinellas host Pinellas County employee vaccination clinic at Public Works (22211 U.S. 19 N. Clearwater)
<b>Friday, July 30, 2021</b>
The Sixth Judicial Circuit Chief Judge signed Administrative Order 2021-029 Pa/Pi-Cir Re: Temporary Emergency Face Mask Requirement For Court Facilities In Conformity With Florida Supreme Court Administrative Order Aosc21-17c, Amendment I. This Administrative Order addresses updates to the court's Health and Safety Protocols and certain Court Proceedings, effective July 30, 2021.
<b>August 2021</b>
<b>Tuesday, August 3, 2021</b>
Pinellas County Homeless NCS Program re-opens.
<b>Thursday, August 5, 2021</b>
Pinellas County EMS returns to COVID-19 Pandemic Plan Condition Yellow.
<b>September 2021</b>
<b>Saturday, September 18, 2021</b>
Largo Warehouse site opens for COVID-19 testing.
<b>Wednesday, September 29, 2021</b>
Largo Warehouse site opens for COVID-19 booster shots.
<b>October 2021</b>
<b>Friday, October 29, 2021</b>
Largo Warehouse site closes for COVID-19 booster shots and testing.
<b>December 2021</b>
<b>Thursday, December 30, 2021</b>
Largo Warehouse site opens for COVID-19 testing.

## APPENDIX 7: Participating Organizations

Federal Government
United States Coast Guard
United States Department of Agriculture
United States Department of Defense
United States Department of Education
United States Department of Health and Human Services
United States Department of Homeland Security
United States Department of Housing and Urban Development
United States Department of Justice
United States Department of State
United States Department of the Treasury
United States Environmental Protection Agency
United States Federal Aviation Administration
United States Federal Emergency Management Agency
United States National Weather Service
United States Occupational Health and Safety Administration
United States Small Business Administration
United States Transportation Security Administration
State Government
Florida Agency for Health Care Administration
Florida Department of Business and Professional Regulation
Florida Department of Children and Families
Florida Department of Economic Opportunity
Florida Department of Education
Florida Department of Health
Florida Department of Law Enforcement
Florida Department of State
Florida Department of Transportation
Florida Division of Emergency Management
Pinellas County Government
Forward Pinellas
Pinellas County Administration
Pinellas County Animal Services
Pinellas County Attorney
Pinellas County Board of County Commissioners
Pinellas County Building Development and Review Services
Pinellas County Business Technology Services
Pinellas County Clerk of the Circuit Court
Pinellas County Communications
Pinellas County Contractor Licensing Department
Pinellas County Convention and Visitors Bureau
Pinellas County Department of Administrative Services
Pinellas County Economic Development
Pinellas County Emergency Management

Pinellas County Housing and Community Development
Pinellas County Human Resources
Pinellas County Human Services
Pinellas County Office of Asset Management
Pinellas County Office of Human Rights
Pinellas County Office of Management and Budget
Pinellas County Office of Technology and Innovation
Pinellas County Parks and Conservation Resources
Pinellas County Property Appraiser
Pinellas County Public Works
Pinellas County Safety and Emergency Services
Pinellas County School Board
Pinellas County Sheriff's Office
Pinellas County Solid Waste
Pinellas County Supervisor of Elections
Pinellas County Tax Collector
Pinellas County Utilities
<b>Municipalities and Special Fire Districts</b>
City of Belleair Beach
City of Belleair Bluffs
City of Clearwater
City of Dunedin
City of Gulfport
City of Indian Rocks Beach
City of Largo
City of Madeira Beach
City of Oldsmar
City of Pinellas Park
City of Safety Harbor
City of Seminole
City of South Pasadena
City of St. Pete Beach
City of St. Petersburg
City of Tarpon Springs
City of Treasure Island
East Lake Fire District
Lealman Fire District
Palm Harbor Fire District
Pinellas Suncoast Fire District
Town of Belleair
Town of Belleair Shore
Town of Indian Shores
Town of Kenneth City
Town of North Redington Beach
Town of Redington Beach

Town of Redington Shores
<b>Community Based Organizations</b>
211 Tampa Bay Cares
American Association of Retired Persons (AARP)
Agency for Community Treatment Services (ACTS)
Advent Health
Area Agency on Aging of Pasco-Pinellas
Bay Area Legal Services
BayCare Medical Group
Bayfront Health St. Petersburg
Boley Centers
Celebrate Outreach
Citizens Emergency Response Teams (CERTs)
Community Action Stops Abuse (CASA)
Community Health Centers of Pinellas
Daystar Life Center
Directions for Living
District Six Medical Examiner
Empath Health - Hospice of the Florida Suncoast
Encompass Health
Feeding Tampa Bay
Florida Dream Center
Foundation for a Healthy St. Petersburg
Gulf Coast Legal
Gulfcoast Jewish Family and Community Services
HCA Hospitals
Highpoint Point Family Community Center
Homeless Empowerment
Intercultural Advocacy Institute
John Hopkins All Children's Hospital
Juvenile Welfare Board
Kindred Healthcare
Kinship Children's Network
LabCorp
Lealman Asian and Family Center
Neighborhood Home Solutions
Neighborly Senior Services
Operation PAR
Personal Enrichment for Mental Health Services
Pinellas Community Foundation
Pinellas County Homeless Leadership Board
Pinellas Hope
Pinellas Suncoast Transit Authority (PSTA)
Quest Diagnostics
R'Club
RCS Haven

RCS Pinellas Religious Charitable Services
Reach St. Pete
Recover Tampa Bay Initiative
Religious Community Centers
Rotary Club
Safe Harbor
Salvation Army
Shepherd Center
St. Petersburg Free Clinic
St. Petersburg College
St. Petersburg Mask Makers
St. Vincent De Paul
Suncoast Center
Tampa Bay Network to End Hunger
Tampa Bay Regional Planning Council
Tampa Bay Thrives
Union Academy Family Center
United Way of Tampa Bay
Vietnamese Community of Tampa Bay
Volunteer Florida
Westcare Foundation
Windmoor Hospital
YMCA
<b>Faith Based Organizations</b>
All Saints Episcopal Church
Calvary Chapel in St. Petersburg
Calvary Church Lutheran
Cathedral Church of Saint Petersburg
Central Christian Church
Church of Scientology
Congregation B'nai
Episcopal Church of the Good Shepherd
Family Oriented Concept United to Serve (FOCUS)
First Responders Matter Chaplaincy
Friendship Community Church
Holy Martyrs of Vietnam Church
Indian Rocks Baptist Church
Interdenominational Ministerial Alliance
Jewish Federation of Florida's Gulfcoast
Mt. Moriah African Methodist Episcopal Church
Radius Church
Ridgecrest Faith-Based Communities
Saint John's Episcopal Church
Saint Ignatius Roman Catholic Church
Saint Timothy Lutheran Church

Temple Beth-el
The Chapel Community Church in Tarpon
The Chapel in St. Petersburg
United Methodist Church in Tarpon
Vertical Church

## **APPENDIX 8: COVID-19 Basic Information**

COVID-19 is a disease caused by a virus named SARS-CoV-2 and is very contagious, letting it spread around the world. COVID-19 most often causes respiratory symptoms that can feel much like a cold, a flu, or pneumonia. COVID-19 may attack more than your lungs and respiratory system. Other parts of your body may also be affected by the disease.

Most people with COVID-19 have mild symptoms, but some people become severely ill. Some people including those with minor or no symptoms may suffer from post-COVID-19 conditions — or “long COVID”. Older adults and people who have certain underlying medical conditions are at increased risk of severe illness from COVID-19.

COVID-19 is caused by a virus called SARS-CoV-2. It is part of the coronavirus family, which include common viruses that cause a variety of diseases from head or chest colds to more severe (but rarer) diseases like SARS and MERS.

Like many other respiratory viruses, coronaviruses spread quickly through droplets that project out of the mouth or nose when a person breathes, coughs, sneezes, or speaks. As of the publishing of this report, there is no evidence that animals play a significant role in spreading SARS-CoV-2, the virus that causes COVID-19, to people. Reports of animals infected with SARS-CoV-2 have been documented around the world. Most of these animals became infected after contact with people with COVID-19, including owners, caretakers, or others who were in close contact. It is unknown all of the animals that can get infected. Animals reported infected include:

- Companion animals, including pet cats, dogs, and ferrets.
- Animals in zoos and sanctuaries, including several types of big cats, otters, non-human primates, a binturong, a coatimundi, a fishing cat, and hyenas.
- Mink on mink farms.
- Wild white-tailed deer in several U.S. states.

The word corona means crown and refers to the appearance that coronaviruses get from the spike proteins sticking out of them. These spike proteins are important to the biology of this virus. The spike protein is the part of the virus that attaches to a human cell to infect it, allowing it to replicate inside of the cell and spread to other cells. Some antibodies can protect you from SARS-CoV-2 by targeting these spike proteins. Because of the importance of this specific part of the virus, scientists who sequence the virus for research constantly monitor mutations causing changes to the spike protein through a process called genomic surveillance.

As genetic changes to the virus happen over time, the SARS-CoV-2 virus begins to form genetic lineages. Just as a family has a family tree, the SARS-CoV-2 virus can be similarly mapped out. Sometimes branches of that tree have different attributes that change how fast the virus spreads, or the severity of illness it causes, or the effectiveness of treatments against it. Scientists call the viruses with these changes “variants”. They are still SARS-CoV-2, but may act differently.

## **APPENDIX 9: Acronyms**

<b>AAR</b>	After Action Report
<b>ACS</b>	Alternate Care Site
<b>AHCA</b>	Florida Agency for Health Care Administration
<b>ALF</b>	Assisted Living Facility
<b>BEAS</b>	Billboard Emergency Alert System
<b>BCC</b>	Board of County Commissioners
<b>CAN</b>	Conditions, Actions, and Needs
<b>CARES</b>	Coronavirus Aid, Relief, and Economic Security
<b>CASA</b>	Community Action Stops Abuse
<b>CDC</b>	Centers for Disease Control and Prevention
<b>CEMP</b>	Comprehensive Emergency Management Plan
<b>CERT</b>	Community Emergency Response Team
<b>CHC</b>	Community Health Centers of Pinellas, Inc.
<b>CIC</b>	Citizen Information Center
<b>COAD</b>	Community Organizations Active in Disasters
<b>COOP</b>	Continuity of Operations
<b>FCFO</b>	Florida Chief Financial Officer
<b>COVID</b>	Coronavirus Disease
<b>EMS</b>	Emergency Medical Services
<b>EO</b>	Executive Order
<b>EOC</b>	Emergency Operations Center
<b>EPG</b>	Executive Policy Group
<b>ESS</b>	Emergency Status System
<b>FAQ</b>	Frequently Asked Questions
<b>FBO</b>	Faith Based Organizations
<b>FDEM</b>	Florida Division of Emergency Management
<b>FDEO</b>	Florida Department of Economic Opportunity
<b>FDOE</b>	Florida Department of Education
<b>FDOH</b>	Florida Department of Health
<b>FEMA</b>	United States Federal Emergency Management Agency
<b>FHCA</b>	Florida Health Care Association
<b>HHS</b>	United States Department of Health and Human Services



<b>HHSPL</b>	Health and Human Services Program Lead
<b>IAP</b>	Incident Action Plan
<b>IMT</b>	Incident Management Team
<b>JIC</b>	Joint Information Center
<b>JWB</b>	Juvenile Welfare Board of Pinellas County
<b>LTCF</b>	Long Term Care Facility
<b>MERS</b>	Middle East Respiratory Syndrome
<b>N95</b>	Particulate Respirator Type N95
<b>NACCHO</b>	National Association of City and County Health Officials
<b>NCS</b>	Non-Congregate Sheltering
<b>NHC</b>	National Hurricane Center
<b>NWS</b>	National Weather Service
<b>PCBTS</b>	Pinellas County Business Technology Services
<b>PCDAS</b>	Pinellas County Department of Administrative Services
<b>PCED</b>	Pinellas County Economic Development
<b>PCEM</b>	Pinellas County Emergency Management
<b>PCHR</b>	Pinellas County Human Resources
<b>PCHS</b>	Pinellas County Human Services
<b>PCC</b>	Pinellas County Marketing and Communications
<b>PCMD</b>	Pinellas County Emergency Medical Services – Medical Director
<b>PCME</b>	Pinellas County Medical Examiner
<b>PCOMB</b>	Pinellas County Office of Management and Budget
<b>PCPW</b>	Pinellas County Public Works
<b>PCSB</b>	Pinellas County School Board
<b>PCSES</b>	Pinellas County Safety and Emergency Services
<b>PCSO</b>	Pinellas County Sheriff’s Office
<b>PCSOE</b>	Pinellas County Supervisor of Elections
<b>PHEIC</b>	Public Health Emergency of International Concern
<b>PIO</b>	Public Information Officer
<b>PPE</b>	Personal Protective Equipment
<b>PPP</b>	Paycheck Protection Program
<b>PSTA</b>	Pinellas Suncoast Transit Authority
<b>RAP</b>	Recovery Action Plan

<b>RCS</b>	Religious Community Services, Inc.
<b>ROC</b>	Response Operations Coordination Group
<b>SARS</b>	Severe Acute Respiratory Syndrome
<b>SEOC</b>	State Emergency Operations Center
<b>SNAP</b>	Supplemental Nutrition Assistance Program
<b>SCO</b>	State Coordinating Officer
<b>TBNTHEH</b>	Tampa Bay Network to End Hunger
<b>TBRPC</b>	Tampa Bay Regional Planning Council
<b>USF</b>	University of South Florida
<b>VOAD</b>	Volunteer Organizations Active in Disasters
<b>WIC</b>	Special Supplemental Nutrition Program for Women, Infants, and Children
<b>WEA</b>	Wireless Emergency Alert
<b>WHO</b>	World Health Organization