

### SURVIVAL FACTORS ATTACHMENT

### **FIU EOC Action Plans and Statements**

Miami, FL

HWY18MH009

(17 pages)



1. Incident Name: Pedestrian Bridge Collapse	2. Operational Period:	Date From: 3/15/2018 Time From: 1422	Date To: 3/15/2018 Time To: 2000
<ul> <li>3. Objective(s):</li> <li>Keep University community in</li> <li>Establish a family reunification</li> <li>Establish a media assembly portion</li> <li>Deploy resources to scene an</li> </ul>	n center. oint.		
<ul> <li>4. Operational Period Command Em         <ul> <li>Pedestrian bridge collapsed of SW 8 St. Police activity in the</li> <li>Activated Emergency Operati</li> <li>The Student Academic Success Reunification Center. Deployer</li> <li>Activated the One Stop Call Collaboration Center Stop Cente</li></ul></li></ul>	on SW 8 St. FIU Alert sent "Plearea." ons Center. ss Center, Multipurpose room ed FIU Counselor and America enter at (305) 348-3481. point. Media parking will be a	n has been designated a an Red Cross staff and re t overflow parking lot o	s the Family esources.
General Situational Awareness:  - Updating faculty, staff, and st - Parking Garages 4, 5, and 6 ar - Visiting FIU Tennis Team (Columbia) - Division of Information Techn planning audio-visual support - University President, Governor Dr. Jessell conducted news co	re on "Exit Only." Road closur umbia University) leaving cam ology has deployed charging and wi-fi boost for media loo or Scott, Senator Rubio and of	es on the northern part npus. stations for cell phones cation. ther VIPs headed to FIU	to site and are campus.
5. Site Safety Plan Required? Yes  Approved Site Safety Plan(s) Located			
6. Incident Action Plan (the items ched  ICS 202  ICS 203  ICS 204  ICS 205  ICS 205A	cked below are included in this I  ICS 206 ICS 207 ICS 208 Map/Chart Weather Forecast/Tides Cu	Other Attachmer Volunteer Sa PD Operatio FIU-Sweetw	afety Briefing nal Plan
7. Prepared by: E. Bejar	Position/Title: Planning Sec. C		
8. Approved by Incident Commander:	Name: A. Aiken  IAP Page 1 of 2	Signature:  Date/Time:	

From:

**External Relations** 

Sent:

Thursday, March 15, 2018 2:35 PM

To: Subject:

FIU-Sweetwater bridge



March 15, 2018

Dear members of the university community,

We are shocked and saddened about the tragic events unfolding at the FIU-Sweetwater pedestrian bridge. At this time we are still involved in rescue efforts and gathering information. We are working closely with authorities and first responders on the scene. We will share updates as we have them.

From:

President Mark Rosenberg

Sent:

Thursday, March 15, 2018 4:57 PM

To: Subject:

Pedestrian Bridge on 8th Street



March 15, 2018

Dear FIU family,

I am heartbroken at the news of the collapse of the pedestrian bridge on 8th Street and the resulting devastation. We send our deepest condolences to the victims and their families.

We are working with the appropriate agencies to assist in rescue efforts.

As soon as we have further information, we will share it with you. Please keep the victims and their families in your thoughts and prayers.

Sincerely,

Mark B. Rosenberg President



1. Incident Name: Pedestrian Bridge Collapse 2. Operational Period: Date From: 3/17/2018 Time From: 0800 Date To: 3/17/2018 Time To: 2000

#### 3. Objective(s):

- Keep University community informed regarding situation on campus.
- Address employee and work-related concerns and continue to update faculty and staff.
- Continue to staff and maintain the Family Resource Center (FRC) and call center helpline.
- Continue to provide support to response operations.
- Finalize EOC demobilization.

#### 4. Operational Period Command Emphasis:

- University operations continue as normal.
- The Student Academic Success Center, serves as the FRC. Miami-Dade Victim Advocacy, FIU Counselors, American Red Cross, and multi-faith representatives are available to assist friends and family of victims of incident.
- The One Stop Call Center at (305) 348-3481 will be operational until 2300 but received very few calls during the previous operational period. The helpline calls will transition to regular FIU information lines.
- Police officer presence on campus will increase on Monday due to classes resuming.
- Parking Garages 5, 6, and Red are closed. Garages are anticipated to open on Monday, March 19.
- Students affected by this tragedy should reach out to Counseling and Psychological Services. Faculty and staff can reach out to the Office of Employee Assistance, 305-348-2469, or e-mail oea@fiu.edu.
- The FIU Center for Children and Families is offering free individual consultations for any families with children who may have been affected by the bridge collapse. Call 305-348-0477.
- The Office of Employee Assistance is offering support meetings for the FIU community.

#### **General Situational Awareness:**

- The EOC will demobilize at the end of this operational period; however, recovery efforts are ongoing and key EOC staff will be on call throughout the weekend.
- The Division of External Relations continues to communicate updates to the University community regarding the incident and the status of the university.
- Turnpike SW 8 St. exit ramp (eastbound) is closed. Access at NW 12 St. and Bird Rd. through the east and west campus entrances.
- A blood drive is scheduled for Tuesday, March 20 from 11:30 AM to 5:00 PM in Lot 3 adjacent to Graham Center.
- Student Government Association is planning a vigil for Wednesday, March 21 at the Graham Center Ballroom. A memorial site has been identified on the corner of 107 Ave. and SW 8 St. Attendees will walk to the memorial site following the vigil.

5. Site Safety Plan Required? Yes No		
6 Incident Action Plan (the items checked below are included in this Incident Action Plan)	•	 -

	☐ ICS 206	Other Attachments:
	☐ ICS 207	☐ Volunteer Safety Briefing
☐ ICS 204	☐ ICS 208	PD Operational Plan
☐ ICS 205	☐ Map/Chart	Pedestrian Bridge Update #5
☐ ICS 205A	─ Weather Forecast/Tides Currents	
7. Prepared by: E. Bejar	Position/Title: Planning Sec. Chief	Signat
8. Approved by Incident Commander:	Name: A. Aiken	Signature:
ICS 202	IAP Page 2 of 2	Date/Time: 3/17/18 0900

From:

President Mark Rosenberg

Sent:

Saturday, March 17, 2018 7:43 PM

To:

Subject:

Pedestrian Bridge Update #5



March 17, 2018

Dear FIU family,

Our hearts break for the victims of the bridge collapse. Lives have been lost. Futures and families shattered.

I have met family members and friends of the victims. My heart goes out to them. There is nothing I can say to ease their pain but we are putting our arms around them and doing everything in our power to support them.

Even as we grieve, we all have an interest in getting to the bottom of what happened. This effort is being led by the National Transportation Safety Board (NTSB) in a full and comprehensive investigation. FIU is cooperating fully with this investigation and working closely with government authorities.

We are also forever grateful to the first responders – including some of our own doctors, students and others who rushed to the scene – and the dozens of others who came to assist. I am particularly moved by the men and women who have worked around the clock to recover the victims.

It will take time for our community to heal.

As a first step, on Monday, we will have a moment of silence at 1:47 p.m. Please join us wherever you are.

Sincerely,

Mark B. Rosenberg

President



1. Incident Name: Pedestrian Bridge Collapse 2. Operational Period: Date From: 3/16/2018 Date To: 3/17/2018 Time From: 2000 Time To: 0800

#### 3. Objective(s):

- Keep University community informed regarding situation on campus.
- Address employee and work-related concerns and continue to update faculty and staff.
- Continue to staff and maintain the family resource center and call center helpline.
- Continue to deploy critical resources and provide support to response operations.
- Plan memorial and organize grieving spaces on campus.
- Develop a plan to address potential concerns related to parking for the week of March 19.

### 4. Operational Period Command Emphasis:

- University operations continue as normal.
- The Student Academic Success Center, Multipurpose room continues to serves as the Family Resource Center (formally the Family Reunification Center). Victim Advocacy, FIU Counselors, American Red Cross, and multi-faith representatives are available to assist students. As of today, 62 students and family were received and registered.
- The Family Reunification Center has been renamed to Family Resource Center. Signs and communications sent will reflect the new name.
- The One Stop Call Center at (305) 348-3481 was operational throughout the evening and remains online. It has received 707 calls and handled 448 calls.
- Western Shelter tents are near the scene to provide support such as food and water to first responders.
- Police officer presence on campus will increase on Monday due to class resuming.
- Division of External Relations has issued three statements and released a video of President Rosenberg addressing the incident. Frequently Asked Questions regarding the incident was sent to the University community.
- A Crisis Management Firm has been contracted and are working with the Division of External Relations.
- Student Government Association sent a message to students.
- Shuttle service between the City of Sweetwater and FIU has started March 17.
- Kite Festival has been canceled for March 17.
- The Green Library is closed on Saturday, March 17.
- Parking Garages 5,6, and Red are closed and will remain closed until further notice. Parking will be available on the Miami-Dade County Fair grounds on Monday and Tuesday with shuttle service from the parking lots to the campus. Students and staff are encouraged to carpool when possible. Parking plans and maps will be distributed.
- The Miami-Dade County Fair will resume on Wednesday, March 21.
- FIU is not actively requesting donations.
- Recovery efforts are ongoing.
- Students affected by this tragedy should reach out to Counseling and Psychological Services. Faculty and staff can reach out to the Office of Employee Assistance, 305-348-2469, or e-mail oea@fiu.edu to schedule an appointment.

The FIU Center for Children and Families is offering free individual consultations for any families with children who may have been affected by the bridge collapse. Call 305-348-0477 to schedule an appointment. The Office of Employee Assistance is offering support meetings for the FIU community. General Situational Awareness: Incident management is expected throughout the weekend. Departments have been asked to provide primary and alternate representatives to staff the Emergency Operations Center. The family resource center expects an increase as the event evolves. The Red Cross has disaster mental health counselors on site to assist with families. Division of External Relations continues to communicate updates to the university community regarding the status of the university. Turnpike SW 8 St. exit ramp (eastbound) is closed. Access at NW 12 St. and Bird Rd. through the east and west campus entrances. Potential volunteers will be referred to the Red Cross. Student Government Association (SGA) is planning a vigil for Wednesday, March 21. SGA will sponsor vigil. A memorial site will follow at SW 8 St. and 107 Ave. A blood drive is scheduled for Tuesday, March 20 from 11:30 a.m. to 5:00 p.m. in lot 33 adjacent to Graham Center. 5. Site Safety Plan Required? Yes No Approved Site Safety Plan(s) Located at: 6. Incident Action Plan (the items checked below are included in this Incident Action Plan) X ICS 202 ICS 206 Other Attachments: **⊠** ICS 203 Volunteer Safety Briefing ICS 207 ☐ iCS 204 ICS 208 PD Operational Plan ICS 205 Pedestrian Bridge #4 Map/Chart ICS 205A Weather Forecast/Tides Currents Position/Title: Planning Sec. Chief 7. Prepared by: M. Jean Signature: 8. Approved by Incident Commander: Name: A. Aiken Signature:

IAP Page 2 of 3

**ICS 202** 

Date/Time: 3/1/7/18 2200

From:

External Relations

Sent:

Friday, March 16, 2018 7:04 PM

To:

Subject:

Pedestrian Bridge Update #4



#### March 16, 2018

- · FIU operations normal
- FIU entrances on 8th street remain closed
- Classes resume Monday allow extra time for commute
- · SGA to hold vigil on Wednesday; memorial location identified
- · Counseling available for faculty, staff, students and community

Dear members of the university community,

We appreciate your patience as we move forward in the aftermath of the 8<sup>th</sup> Street pedestrian bridge collapse.

At this time, FIU operations remain normal. However, 8th Street remains closed from 107th Avenue to 117th Avenue. As students return to class on Monday, please allow extra time for your commute so you can arrive to class or work on time.

Here are important details to keep in mind:

- The **eastbound exit from the Turnpike** also is closed. Please use the Northwest 12th Street exit or the Southwest 40th Street exit. Please allow additional time for your commute to class or work.
- Please note that **PG4**, **PG5** and **PG6** are closed to cars but open for any scheduled classes, events or activities. Please avoid the area unless you have a class or are participating in an event. Please park in PG 1, 2, 3 or surface lots and walk to the garages.
- We are running shuttles between Lot 3 (in front of the SASC building) and the 4<sup>th</sup> Street Commons building in Sweetwater. Shuttles will run every 20 minutes on Sunday, March 18, from noon to 10 p.m.

We have counseling resources available for students, faculty and staff. Students who feel affected by this tragedy should reach out to <u>Counseling and Psychological Services</u>, 305-348-2277, or Student Clinical Services, 305-348-2401. Faculty and staff can reach out to the <u>Office of Employee Assistance</u>, 305-348-2469, or e-mail <u>oea@fiu.edu</u> to schedule an

appointment. FIU Health also is offering free mental health and counseling services for faculty, staff and the community at the Faculty Group Practice at 885 SW 109th Ave. #131, 305-348-3627. You can call ahead or walk-in.

The FIU Center for Children and Families is offering free individual consultations for any families with children who may have been affected by the bridge collapse. Call 305-348-0477 to schedule an appointment.

Faculty and staff who have been directly impacted and feel the need to take time off, please notify your immediate supervisor.

The Student Government Association (SGA) is planning a vigil to bring together the university community at **10 a.m. Wednesday, March 21,** in the Graham Center Ballrooms.

Anyone who would like to leave flowers or other items in remembrance of the victims, can do so after the vigil, near the billboards located on Southwest 107th Avenue and 8th Street.

Please continue to check <u>news.fiu.edu</u> for updates.

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For answers to frequently asked questions, please click <u>here</u>.



1. Incident Name: Pedestrian Bridge Collapse 2. Operational Period: Date From: 3/16/2018 Time From: 0800 Date To: 3/16/2018 Time To: 2000

### 3. Objective(s):

- Keep University community informed regarding situation on campus.
- Address employee and work-related concerns and continue to update faculty and staff.
- Continue to staff and maintain the family reunification center operation and call center helpline.
- Continue to deploy critical resources and provide support to response operations.
- Identify memorial and grieving spaces on campus.
- Develop a plan to address potential concerns for Monday, March 19.
- Develop mechanisms to accept donations and manage volunteers.

#### 4. Operational Period Command Emphasis:

- University operations remain open for Friday, March 16.
- The Student Academic Success Center, Multipurpose room continues to serves as the Family Reunification Center. Victim Advocacy, FIU Counselors, American Red Cross, and multi-faith representatives are available to assist students. As of today, 16 people have received services.
- The One Stop Call Center at (305) 348-3481 was throughout the evening and remains online. It has received 649 calls and handled 394 calls.
- Western Shelter tents are near the scene to provide support such as food and water to first responders.
- Division of External Relations has issued three statements and released a video of President Rosenberg addressing the incident.
- President Rosenberg was interviewed on morning news shows.
- Shuttle service between the City of Sweetwater and FIU started at 8am. Shuttle service is not expected to run on Saturday, March 17.
- Kite Festival has been canceled for March 17.
- The Green Library is closed on Saturday, March 17, because of spring break.
- Parking Garages 5,6, and Red are closed.
- FIU is not formally accepting donations.
- Students affected by this tragedy should reach out to Counseling and Psychological Services. Faculty and staff can reach out to the Office of Employee Assistance, 305-348-2469, or e-mail oea@fiu.edu to schedule an appointment.
- The FIU Center for Children and Families is offering free individual consultations for any families with children who may have been affected by the bridge collapse. Call 305-348-0477 to schedule an appointment.

General Situational Awareness:		
primary and alternate repress The family reunification center mental health counselors on Division of External Relations regarding the incident and th	entatives to staff the Emergency Oper expects an increase as the event of site to assist with families.  continues to communicate updates e status of the university.  eastbound) is closed. Access at NW	evolves. The Red Cross has disaster to the university community
5. Site Safety Plan Required? Yes	No⊠	
Approved Site Safety Plan(s) Located	<del></del>	
6. Incident Action Plan (the items che	cked below are included in this Inciden	t Action Plan)
<b>⊠</b> ICS 202	☐ ICS 206	Other Attachments:
	☐ ICS 207	☐ Volunteer Safety Briefing
☐ ICS 204	☐ ICS 208	PD Operational Plan
☐ ICS 205	☐ Map/Chart	
CS 205A	■ Weather Forecast/Tides Currents	
7. Prepared by: E. Bejar	Position/Title: Planning Sec. Chief	Signature / / /
8. Approved by Incident Commander:	Name: A. Aiken	Signature:
ICS 202	IAP Page 2 of 3	Date/Time: <b>3/16/18</b> 9:00



1. Incident Name: Pedestrian Bridge Collapse 2. Operational Period: Date From: 3/15/2018 Time From: 2000 Date To: 3/16/2018 Time To: 0800

#### 3. Objective(s):

- Keep University community informed regarding situation on campus.
- Address employee and work-related concerns and update faculty and staff.
- Maintain the family reunification center operation.
- Develop plan for student and community access to northern part of Modesto A. Maidique campus.
- Continue to deploy critical resources and provide support to response operations.
- Identify memorial and grieving spaces on campus.

#### 4. Operational Period Command Emphasis:

- University President has arrived at FIU and has been briefed on the incident.
- The Student Academic Success Center, Multipurpose room has been designated as the Family Reunification Center. Deployed Miami-Dade Victim Advocacy, FIU Counselors, American Red Cross, and multi-faith representatives.
- The One Stop Call Center at (305) 348-3481 is online and has received about 560 calls and handled about 320 calls. Staffing will remain open through the night.
- Western Shelter tents have been placed near the scene to provide support such as food and water to first responders.
- Press conference occurred with Governor Scott, Senator Rubio, President Rosenberg, and other officials.
- Division of External Relations has issued two statements.
- University operations remain open for Friday, March 16.
- Miami-Dade County Youth Fair will continue to open tonight. Police Department has confirmed adequate staffing to address the Fair.

#### **General Situational Awareness:**

- The incident management is expected to take more than 24 hours. Staff has been asked to provide alternate department representatives in the EOC.
- Division of External Relations continues to communicate updates to the university community regarding the incident and the status of the university. Working with Division of Human Resources to develop messaging to employees and frequently asked questions.
- Police Department is working with the Florida Department of Transportation on drafting a traffic plan.
   Turnpike SW 8 St. exit ramp (eastbound) is closed. Access at Bird Road through Coral Way and 117
   Ave.
- Police Department is working with Department of Parking and Transportation to organize shuttle service to students in City of Sweetwater.
- Parking Garages 5, 6, and Red are closed.
- Division of Information Technology has deployed charging stations for cell phones to site and audiovisual support and wi-fi boost for media location.

3. Site Salety Flail Required: Test   No/	Site Safety Plan Required? Yes	No🏻
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Approved Site Safety Plan(s) Located at:			
6. Incident Action Plan (the items checked below are included in this Incident Action Plan)			
	☐ ICS 206	Other Attachments:	
	☐ ICS 207	☐ Volunteer Safety Briefing	
☐ ICS 204	☐ ICS 208	PD Operational Plan	
. ☐ ICS 205	☐ Map/Chart	Pedestrian Bridge Update #3	
☐ ICS 205A	■ Weather Forecast/Tides Currents		
7. Prepared by: M. Jean	Position/Title: Planning Sec. Chief	Signature:	
8. Approved by Incident Commander:	Name: A. Aiken	Signature:	
ICS 202	IAP Page 3 of 3	Date/Time: 3/15/18 22:27	

From:

President Mark Rosenberg

Sent:

Thursday, March 15, 2018 10:51 PM

To: Subject:

Pedestrian Bridge Update #3



- FIU campuses open on Friday
- SW 8th Street is closed from 107th Ave to 117th Ave. Enter campus from east and west entrances

#### March 15, 2018

Dear members of the university community:

Today is a dark day in our history.

Just five days ago, we stood on 8th Street, united in celebration. Tonight we grieve for all the victims of the bridge collapse.

The bridge that was being built was about collaboration, hope, opportunity, and determination.

About strength and unity. About being good neighbors. About goodness. Not sadness.

Now we are feeling immense sadness.

Our hearts go out to all those affected, their families and friends.

The university will be open on Friday. However, here are some important details to keep in mind:

- Southwest 8th Street, from 107th Avenue to 117th Avenue is closed until further notice.
- The **eastbound exit from the Turnpike** also is closed. Please use the Northwest 12th Street exit or the Southwest 40th Street exit. Please allow additional time for your commute to work.
- Please note that PG4, PG5 and PG6 are closed to cars but open for any scheduled events or activities. Please park in PG 1, 2, 3 or surface lots and walk to the garages.

• We are running shuttles between Lot 3 (in front of the SASC building) and the 4<sup>th</sup> Street Commons building in Sweetwater. Shuttles will run every 20 minutes according to the following schedule:

Friday, March 16 from 8 a.m. to 7 p.m.

The shuttle will not run on Saturday, March 17.

Sunday, March 18 from 12 p.m. to 10 p.m.

We have counseling resources available for students, faculty and staff. Students who feel affected by this tragedy, should reach out to <u>Counseling and Psychological Services</u>. Faculty and staff can reach out to the <u>Office of Employee Assistance</u>, 305-348-2469, or e-mail oea@fiu.edu to schedule an appointment.

The FIU Center for Children and Families is offering free individual consultations for any families with children who may have been affected by the bridge collapse. Call 305-348-0477 to schedule an appointment.

Faculty and staff who have been directly impacted and feel the need to take time off, please notify your immediate supervisor.

We should take comfort in the fact that even on this dark day, there were glimmers of light. Our FIU doctors, nurses and medical students rushed to the scene as soon as they heard the collapse. They checked on many who were hurt and offered life-saving aid before rescue crews arrived.

There will be more difficult days ahead, but even as we mourn and reflect, there is still goodness and hope in this world.

Please keep everyone affected by this tragedy in your thoughts and prayers.

Sincerely,

Mark B. Rosenberg President