



THE OHIO STATE UNIVERSITY

Crisis Response and Lessons Learned

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About Us:

59,482 students

45,063 employees



Testing Center-

-Part of University Registrar

-Student Services building - about 375 staff



Thanksgiving weekend and double-OT victory against Michigan





November 28, 2016

Just a normal day

- *Testing had begun*
- *7 in GRE room*
- *3 in big room*
- *3 staff*
- *1 student staff*
- *Director had been in a MGT meeting*





Buckeye Alerts via text message

- 9:57 – Emergency on Columbus campus. More info soon. Shelter in place/be observant/take action as needed. Public Safety responding
- 9:58 – Active Shooter on campus. Run Hide Fight. Watts Hall. 19th and College
- 10:03 – Continue to shelter in place. Avoid area of College. More information to follow.



Email from Building Coordinator

Heads Up --- SAS Building is Locked Down from the Outside

 Miner, Jack

 This message was sent with High importance.

Sent: Mon 11/28/2016 10:03 AM

To: **_ESUE SAS3; _ESUE SAS4; _ESUE SAS5; _ESUE SAS1; _ESUE SAS6**

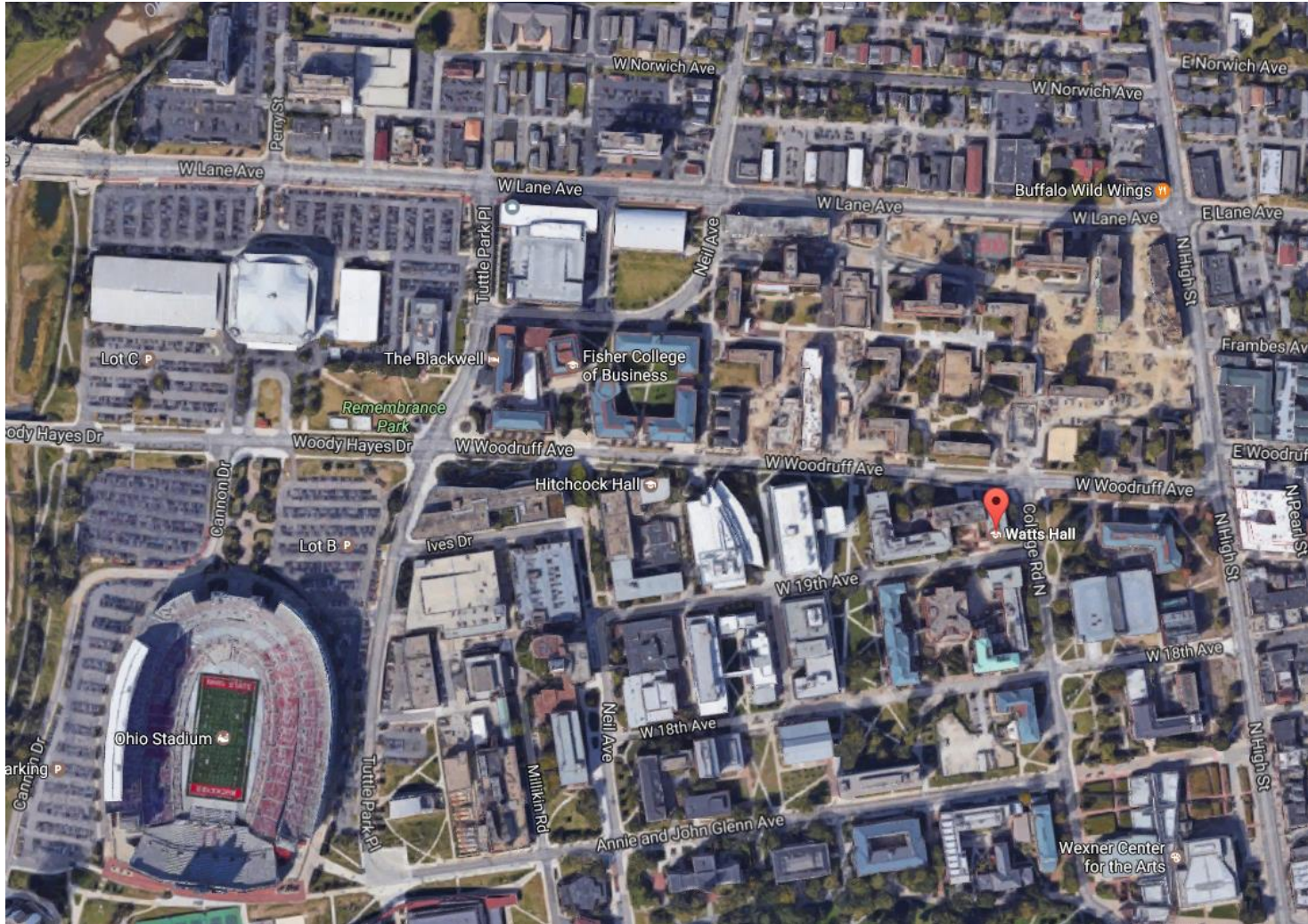
There is an active shooter situation in our area. Please be alert.

Pay attention to Buckeye Alert for more info.

Thanks,

Jack







Fire Alarm sounds in SAS Building

- 10:15 – Fire alarm sounds. Voice alarm tells us to evacuate the building
- We were told verbally to stay put.



Buckeye Alert

- 10:22 – Continue to shelter in place in north campus area. Follow directions of Police on the scene.
- 10:36 - Continue to shelter in place. Wait for Police officers directions. Please contact Police/9-1-1 only if you have information to report.



Buckeye Alert

- 11:32 –Update 1/2: Shelter in Place lifted. Scene is now secure. ALL classes are cancelled on Columbus campus for the remainder of the day
(* Also sent via email)
- 11:34 – Update 2/2: Area around 19th and College Ave is closed. List of buildings closed and additional information at emergency.osu.edu.



Buckeye Alert – via email only

- 12:28 –Police continue to process scene. Avoid area between College & Neil, Glenn & Woodruff. Lane Ave. Garage and SAS building remain closed.



Building email

12:49 – From Vice President: We don't know how much longer the building and garage will be in lockdown.

You can go home if you can. No word on when you will be able to get in to the building or garage.

We will let you know as soon as we hear something.



Building email

2:04 – Update: we can get back into the building. Please get your things and head home for the day.

We will update you this afternoon or evening if needed.

Be aware there might be some damage in the building.



Phone call from Building Manager

2:09 – Need to come back to the building to secure the Test Center





- **What we did**
- Cleaned up a bit and waited for police to secure the building
- Voicemail and email: checked and responded
- Message sent to testing list-serve



- **What happened after we left:**
- Facilities department cleaned up most of the glass that night
- Inventory of damages and final security check overnight



Building email – 2:44

I wanted to pass along some updates...

OSU Police and Facilities have made the decision to re-lock SAS Building including removing all of our swipe access to the outside doors. This will be in place until tomorrow at 7:30 am. Note that if you come here, your ID will not work on any of the exterior doors until 7:30 tomorrow morning.

If you need to retrieve anything this evening, please call OSU Police at 614-292-2121 or me at 614-946-0106.

There was a significant amount of damage (broken glass, broken doors) in the building. Because of the danger from that and the inability to secure some suites, OSU police will be on site and the building will remain locked until tomorrow morning.

The Lane Avenue Parking Garage has reopened if you would like to get your car. If you have already gone home, my recommendation is to not to return to campus until morning.

The university and all SAS offices will be open tomorrow.

For anyone who made it into the building before we re-locked, note that the passenger elevators are closed but the service elevator and stairwells are open.

If you have questions, please do not hesitate to contact me.

Thanks everyone for your patience and actions today.

Thanks,



Buckeye Alert

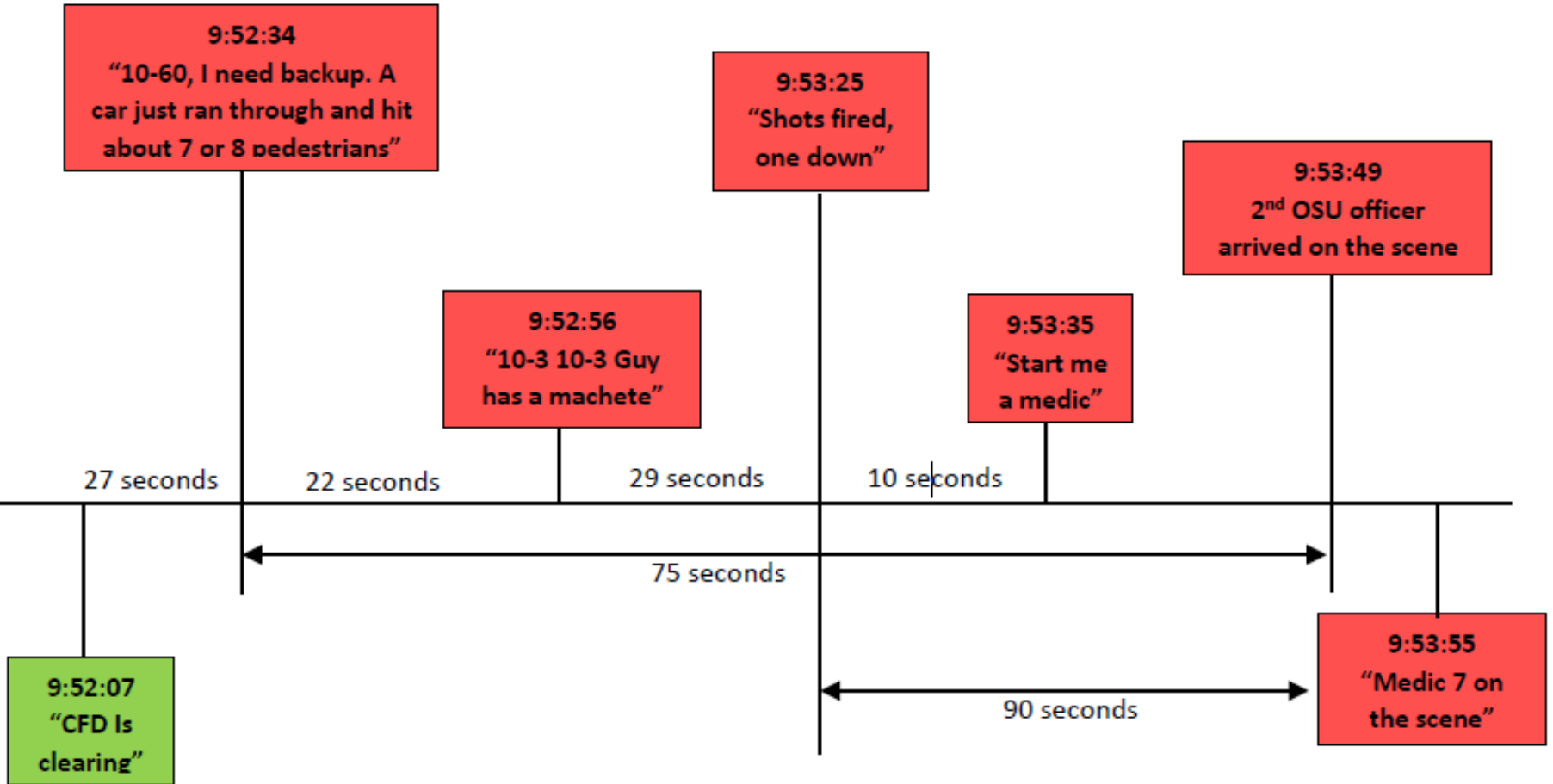
- 3:11 Update 1/2: All buildings EXCEPT Student Academic Services are open to retrieve personal items. 19th Ave still closed. Use 18th or Woodruff for building access.
- 5:11 – All classes on the Columbus campus will resume normal schedule as of Tuesday, November 29th.
- 5:26 – email from building coordinator: building access will not work over night. Garage is open. Tomorrow will be back to normal.





What really happened:

- 9:21 A gas alarm sounds at MacQuigg Laboratory. Students inside Watts Hall are evacuated outside
- 9:52 A student drives a car over the curb into the crowd of students outside Watts Hall. The car stops and the driver gets out with a butcher knife and attacks several people.
- 9:53 OSU Police Officer Alan Horujko shoots and kills the suspect
- 9:55 OSU issues a Buckeye Alert





What we did: After the first alerts

- Locked the door to the Testing Center at 10:03.

What we should have done:

- Locked the door when we got the first alert.
- Generated a hard copy list of people testing at the time and later that day.



What we did: Fire alarm sounds (10:15)

- There is confusion if someone has the ability to change the voice alarms. Building coordinator thinks it is not an option; later people say that it was.
- Bottom line- the alarm was inaccurate but needed to sound to get folks out of the building
- Some staff wanted to hide in the testing center
- We were told to evacuate by the building coordinator who had talked to a SWAT officer
- We evacuated and told others to evacuate too



What we should have done: (alarm sounds)

- Communicated better with test takers. They did not have phones. All they knew was there was a fire alarm.
- Stayed together with test takers – because of confusion with colleagues coming in to test center, some test takers left before staff did.
- Be sure to grab keys, cell phone and a coat



What we should have done:(while evacuated)

- Checked the office voicemail.
- Called or texted rest of the staff
- Checked university email
- Where are the test takers?
- Checked in with the emergency coordinator for the floor



Things to consider:

- Do you have the test company numbers in your phone where you can get to them without needing to connect?
- Do you have all of your co-workers cell phone numbers?
- Can you access university email on your phone?
- Can you retrieve office voicemail remotely? Can you update the greeting to give callers further information?
- Where will you be? What can you access from that location?



Things to consider:

- Who should you check in with?
- Expect to get a lot of text messages from people. This might interfere with what you need to do
- Think about your cell phone carrier.
 - Mine worked – Sprint
 - Most bogged down - Verizon



What we did: After the All-Clear

- Checked the website for the list of closed buildings. SAS was not on the list.
- 11:36 - Attempted to go back to the building, but could not cross the street to go back on campus
- 11:38 –Attempted to go to one restaurant and were turned away
- 11:40 - Varsity Club
- Arranged for someone to pick us up to take us home around 2:00.



What we should have done (after the all-clear) :

- Don't assume when things seem to be "over" that means back to normal.
- Stay aware of your surroundings
- Continue to monitor email – we didn't know folks were told they could go home



Campus Response:

- 5:41 – email from the President:
 - Thoughts are with victims
 - We remain unified in the face of adversity
 - Help information for students and staff
 - Information for parents



Campus Response:

- Next day – onCampus
 - Daily email with events, reminders, etc.

onCampus

A special message for Ohio State faculty, staff and students.
Tuesday, November 29, 2016

Restoring a sense of security to Ohio State

Ohio State is a close-knit campus community with a spirit of perseverance — a place where community members learn together, talk and listen together, heal together.

That incredibly strong spirit will be Ohio State's greatest asset as the university works to restore a campus-wide sense and security following Monday's outburst of violence. With classes resuming, Ohio State is committed to remaining a place where students, faculty, staff and community members are united in a sense of security. To that end, the university is offering counseling and safety resources for faculty, staff and students.

→ [Read more](#)



Building response: Next day

7:45 – email from Building Coordinator: Q and A format:

Why evacuated

Why the alarm

How did the evacuation go

Why wasn't the building open after the all clear

Why was the building re-locked



Building Response: Next day

7:45 – email from Building Coordinator - continued
Q and A format:

What other security measures were in place

Why were the doors damaged

Were shots fired through the doors

When will repairs be made



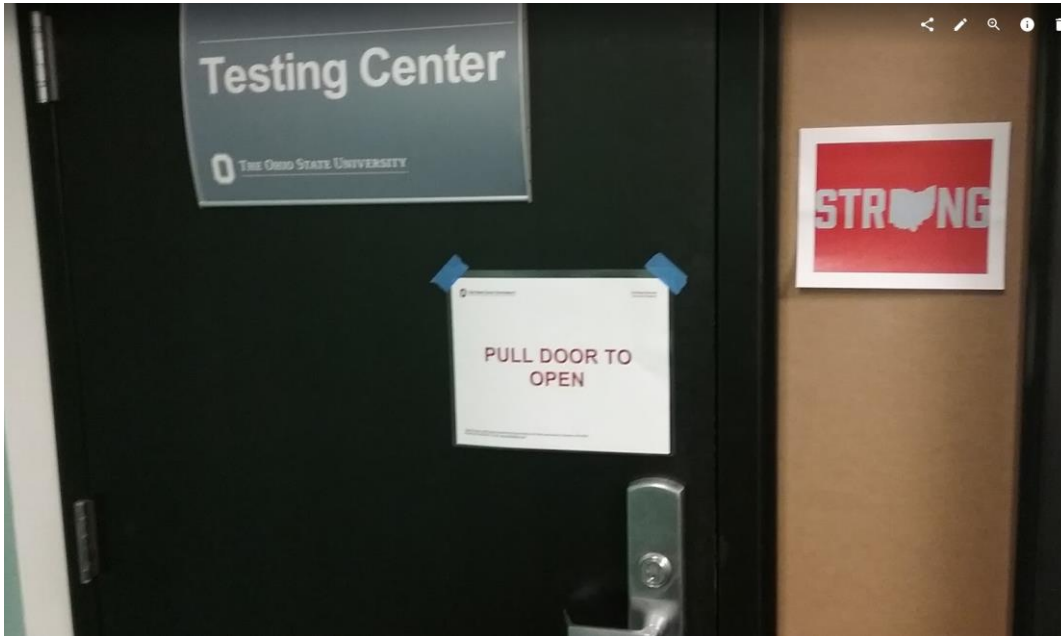
Office Response: Next day

- Don't assume when things seem to be "over" that means back to normal.
- Management staff had a de-brief at lunch.
 - Time to gather info from staff before-hand
 - Review what worked and didn't
 - Chance to be together out of the building



Next day:







Days following:

- HR set up sessions with Employee Assistance Plan for two group debriefings with counselors.
- One on one appointments were scheduled
- Information was given for how to contact them on your own
- Chair massages were scheduled



Days following:

- Condolences and folks checking in
 - LSAC, Castle, list-serve
- One on one appointments were scheduled - EAP
- Information was given for how to contact helpful resources on your own
- Chair massages were scheduled



Months following:

- January 2017 – Department of Public Safety toolkit:
<http://go.osu.edu/safety-toolkit>
- February – active shooter training
- Mid-March – doors in building repaired/replaced over a 2-week period
- June – active shooter follow up for each floor including walk through



Months following:

- March 10, 2017 – Department of Public Safety report issued:
 - Summary of Incident
 - Lessons Learned
 - Corrective Actions



After Action Review

Active Aggressor Attack

November 28, 2016

Summary of Incident Details, Lessons Learned & Corrective Actions

Prepared by The Ohio State University Department of Public Safety

Division of Emergency Management





Twitter

- Second Buckeye Alert (Run, Hide, Fight)
 - 9:56 am - 14,335 followers
 - 10:02 – 14,498
 - 10:20 – 17,167
 - 10:35 – 19,724
 - 11:30 – 25,360
 - 12:27 – 27,122
 - 3:09 – 28,224
 - 5:09 – 28,581





“Together we remain unified in the face of adversity.” - President Michael V. Drake

Ohio State students gather together during the singing of Carmen Ohio at the conclusion of Tuesday's #BuckeyeStrong event at St. John Arena. Watts Hall, Ohio State took a step forward with a solemn ceremony





Questions?



<http://go.osu.edu/safety-toolkit>