

Confronting the Active Shooter Threat: A Call to Executive Leadership

An Urgent and Strategic Imperative

The threat is no longer theoretical. In boardrooms across industries, a once-unthinkable scenario now demands urgent attention: the rise of active shooter and active threat incidents. Over the past few years, such violent events have surged at an alarming rate. In 2023 alone, the FBI designated 48 shootings as active shooter incidents – **a 60% increase since 2019**. In total, **229 active shooter incidents occurred from 2019 through 2023, an 89% jump from the previous five-year period**². This stark trend underscores a new reality: mass violence, once dismissed as a “meteorite falling” rarity, has become a foreseeable enterprise risk. Leaders can no longer assume it “won’t happen here.” On the contrary, **today’s CEOs and C-suite executives face a strategic imperative to prepare for and mitigate active threat risks** as part of their core organizational oversight.



*Crime scene tape cordons off the site of an active shooter incident. The frequency of such scenes has sharply increased in recent years, underscoring the need for proactive executive leadership in preparedness*¹ ².

The stakes are impossibly high. Lives, of course, are the foremost concern – the tragic human toll on employees, customers, and communities. But the fallout extends further: legal liability for negligence, crushing financial losses, reputational damage, employee trauma, and operational paralysis. **For executive leadership, the responsibility is clear:** ensuring the organization is ready to respond to an active shooter or active threat is now as essential as financial stewardship or competitive strategy. This white paper lays out why this issue demands your attention and action, backed by data and real-world lessons, and how an upcoming **Active Shooter Active Threat Conference (hosted by BrightBuild and Secapp on September 5)**

can help you fortify your enterprise against these growing threats. The goal is simple – **to compel you, as a leader, to treat active threat preparedness as the critical, strategic priority it has become.**

The Sharp Rise of Active Threat Incidents (2019–2025)

The past half-decade has seen an unmistakable **spike in active shooter and active threat incidents**. After a brief lull in early 2020 (amid pandemic lockdowns), the frequency of attacks accelerated dramatically. **In 2021, the FBI recorded 61 active shooter incidents, a 52.5% increase from the year prior and nearly double the number seen in 2017³**. Although 2022 saw a slight dip to 50 incidents, the overall trend remained upward – by 2023 the annual incident count was still **60% higher than it was in 2019**. These figures are not abstract; they represent shootings in workplaces, public venues, and institutions where real people were killed or injured.

Notably, **corporate and public-sector environments have been at the epicenter of this surge**. FBI data show that in 2020, **60% of active shooter attacks occurred in areas of commerce (businesses open to employees or the public)**, and 2021 was similar, with over half of incidents in commercial settings³. Whether it's a disgruntled employee in an office park or a gunman in a crowded retail store, the corporate world has become a frequent stage for these tragedies. Public sector and civic spaces are also deeply affected. Schools, government buildings, transit centers and other public venues have all experienced deadly mass shootings in recent years, undercutting any notion that certain places are immune. In short, **no organization – private or public – can assume “it can't happen here.” The baseline risk of an active threat event in 2025 is sharply higher than it was in 2019**, and executives must internalize that reality

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Behind these numbers lie harrowing stories that underscore the **cross-sector breadth of the problem**. In May 2021, for example, a disgruntled transit employee opened fire at a San Jose rail yard, killing nine co-workers during a routine meeting⁵. In the healthcare sector, violence has escalated so much that **healthcare workers are five times more likely to experience workplace violence than other workers, accounting for 73% of all nonfatal workplace violence injuries**. Schools have endured some of the worst massacres: in 2022, an attacker at Robb Elementary School in Uvalde, Texas took **21 lives (19 children and 2 teachers) in a single rampage**. And even entertainment and leisure venues remain targets – the deadliest mass shooting in U.S. history occurred at a Las Vegas outdoor concert in 2017, where a shooter murdered 60 people and wounded hundreds⁸. These examples span transportation, healthcare, education, and entertainment, reinforcing a sobering truth: **active threats can erupt anywhere, at any time**. For executives overseeing organizations in these environments, the **pervasive rise of active threats between 2019 and 2025 represents a clear and present danger** that must be addressed at the highest level.

The Illusion of Preparedness: Gaps in Corporate Strategy

Despite the mounting threat, most corporations remain **dangerously under-prepared** to handle an active shooter or violent intruder scenario. In many organizations, active threat preparedness has been treated as a low-level operational issue – something delegated to mid-management, facility security, or HR to address via basic training videos or a yearly drill. This approach has led to a false sense of security at the top. **Executives often don't realize the plan on paper is gravely insufficient until it's too late.**

Recent data confirm a stunning gap between awareness of the risk and actual readiness. In a comprehensive survey of nearly 900 companies, **69% of organizations acknowledged an active shooter incident as a top threat** to their business⁹. Yet **a full 79% admitted their organization is not fully prepared for such an incident**¹⁰. Even the most elementary preparedness measures are being neglected: **61% of companies do not run any active shooter drills at all**¹¹. In many cases there is **no crisis communication plan** in place – 39% of firms surveyed said they lack a plan to communicate with employees during an active shooter emergency¹⁰. These numbers paint a troubling picture of complacency. Business leaders recognize the threat in theory, but **most organizations have not translated that awareness into effective practice**. As security expert Regina Phelps remarked, “While an active-shooter scenario is every company’s nightmare, few organizations are prepared to effectively manage the situation”¹¹.

A major part of the problem is the **lack of C-suite and board engagement** on this issue. Too often, workplace violence prevention and emergency response planning are siloed in Security or EHS departments, far from the strategic decision-makers. It’s no surprise, then, that **many organizations still don’t have a formal active shooter response plan in place, and even fewer have trained all their employees on what to do**¹². This is more than just an operational oversight – it’s **a leadership failure with potentially catastrophic consequences**. Front-line employees can sense when safety is treated as a checkbox exercise rather than a leadership priority, and that affects how seriously preparations are taken.

For CEOs, the message is clear: **the current preparedness strategies in many companies are inadequate, and that inadequacy stems from insufficient executive oversight and investment**. True readiness means more than posting a “Run, Hide, Fight” poster in the break room; it requires robust, well-funded programs including regular drills, employee training, threat assessments, and cross-functional crisis planning. It also means executives themselves participating in and championing these efforts. As one security management commentary put it, neglecting to implement active shooter plans and training is a “huge mistake”¹² – one that leadership must urgently correct. Simply put, **preparedness cannot be an afterthought left to middle management**. It must be a strategic priority guided by the C-suite, with commensurate budget, resources, and board-level accountability.

Legal Precedent and Liability: The Cost of Inaction

Beyond the moral duty to protect people, executives now face a very real **legal duty** as well. The legal landscape around active shooter events is rapidly evolving, and the **precedents being set in courtrooms should send a chill through every corporate boardroom**. Historically, companies could often avoid liability by claiming a mass shooting was an unforeseeable, random act of violence – something no reasonable business could anticipate. That era is over. With active shootings now alarmingly common, courts and juries are starting to view them as **foreseeable risks**, and they are holding organizations (and by extension their leadership) to much higher standards of prevention and response.

Consider this stark warning from Michael Haggard, a prominent attorney who represents victims of mass shootings: **“Liability for businesses in mass shootings is something they should be very, very concerned about... Every business, every school better have a security plan to deal with mass shootings. And they better enact it because if they don’t, they are going to be found liable.”**¹³ In other words, failing to plan for an active shooter is now being characterized in court as **failing to meet a basic duty of care**. The “unthinkable” is no longer an excuse. Indeed, since 2020, there has been a notable rise in lawsuits filed against companies and even individual executives in the aftermath of mass shootings,

alleging negligence in security or inadequate preventive measures. Crucially, **these lawsuits are increasingly difficult for corporations to get dismissed early**. Legal experts observe that more cases are surviving initial motions to dismiss and proceeding to discovery and trial as plaintiffs argue that companies *should have known* and *should have acted* given the prevalence of active threats¹⁴.

We are already seeing high-profile settlements that underscore the financial and reputational stakes. **Some recent mass shootings have led to major payouts by companies to victims and families**. For example, after the 2017 Las Vegas concert massacre (where a gunman shot attendees from a hotel window), MGM Resorts – the property owner – agreed to an **\$800 million settlement** with victims to resolve negligence claims¹⁵. And in the education sector, families of victims from the 2018 Parkland school shooting sued various entities for failing to prevent the attack; those cases resulted in multiple settlements, including a \$25 million settlement from the school district and a \$127.5 million settlement from the U.S. Department of Justice (for lapses by the FBI). Each of these cases reinforces a pivotal shift: **mass shootings are no longer deemed “too rare to predict,” and organizations that lack prudent safeguards can be found legally liable for the consequences**.

The **personal liability of executives** is also emerging as a concern. While most lawsuits target organizations, there have been instances (and more may come) where **individual leaders are named for alleged negligence**, especially if evidence shows management ignored clear warning signs or failed to act on known risks. At a minimum, CEOs can expect to be deposed in litigation and put under intense scrutiny about what they did **before** and **during** an incident. Were proper security measures funded and implemented? What training did employees receive? How did leadership respond in the crucial minutes of the emergency? These questions will be asked in hindsight under oath. The **legal precedent being set is that active threat preparedness is part of an executive’s duty of care**. Ignoring that duty could not only result in tragic loss of life but also expose the company (and its leadership) to lawsuits, huge settlements or judgments, and lasting reputational damage. In short, **the cost of inaction – legally and financially – has become far too great to ignore**.

Insurance Gaps and Financial Exposure

Compounding the legal risks is a concerning trend in the **insurance industry**: carriers are increasingly pulling back on coverage for active shooter or violent incidents, leaving companies dangerously exposed. Where once a general liability or property insurance policy might have quietly covered such events, today insurers are treating active assailant scenarios as a special risk – one that requires separate coverage (often expensive) or that may be excluded outright from standard policies. **The result is that many organizations unknowingly lack insurance protection for one of the most financially devastating events imaginable**.

One sign of this shift is the rise of specialized “active assailant” or “deadly weapon” insurance products. Major brokers like Marsh McLennan now offer active shooter insurance policies that cover everything from victim lawsuits to on-site crisis services¹⁶. While these products can be valuable, they also reflect insurers’ broader reluctance to cover such risks under normal policies. In fact, the cost of active shooter insurance has been climbing alongside the incidence of attacks. An **analysis by the Insurance Journal** found that **the cost for insurance protection against mass shootings rose by over 10% in 2022**, with companies now commonly seeking \$5–\$10 million in coverage, up from \$1–\$3 million just a few years earlier¹⁷. This surge in demand and pricing indicates both growing fear and the lack of alternatives – if standard liability insurance fully covered these events, firms wouldn’t be buying separate policies for millions of dollars.

More worrisome are the **exclusions creeping into insurance contracts**. Insurers, aiming to limit their exposure, have begun to insert clauses excluding losses from certain violent acts. For example, **assault and battery exclusions, once seen mostly in high-risk venues like bars or nightclubs, are now appearing in a broader range of commercial policies**¹⁸. These exclusions can mean that if an active shooter injures people on your premises, the insurer might deny coverage for the lawsuits and claims that follow, citing the exclusion. Imagine surviving a horrific attack, only to find your insurance won't pay for victim medical bills, lawsuits, business interruption, or rebuilding costs – that is a potential reality for companies that haven't closely examined their policies in this new insurance climate. In short, **carriers are removing or limiting coverage for active threat events, effectively shifting the financial risk back onto organizations themselves**.

The financial ramifications of an uninsured (or under-insured) active shooter event are hard to overstate. Such an incident can generate **huge expenses**: emergency response and cleanup, crisis communications, immediate facility repairs, not to mention potentially **millions in legal defense costs and settlements** for victims. There's also the indirect toll of lost business during downtime and long-term brand damage. For a small or mid-sized company, these costs can be existential; even for larger firms, they represent a serious balance sheet impact. It is telling that in the MGM Las Vegas case mentioned earlier, **the company's \$800 million settlement was covered by their insurers – something one expert noted MGM was “fortunate” to have in place**¹⁹. Had those policies not been in effect, that single event could have financially crippled the organization. Many companies today might not be so “fortunate.” If your insurer has added a exclusion or if you haven't purchased a dedicated active assailant policy, you could be effectively **self-insuring** this risk without realizing it.

Executives need to view this as a strategic risk of the highest order. Talk with your risk managers and brokers; scrutinize your coverage. If your coverage is lacking, press for solutions – but also recognize that insurers are increasingly asking clients to **prove they are taking steps to mitigate the risk** (through security improvements, employee training, etc.) as a condition of coverage²⁰. In other words, **preparation isn't just a safety issue; it's now a gating factor for financing your risk**. Failure to prepare could mean inability to insure, which in turn means an active shooter incident could lead to **massive financial loss and even organizational collapse**. The takeaway: ensure your company is both **prepared and properly insured**, or be prepared to bear the full cost alone – a cost that could quite literally run into the **billions of dollars** in worst-case scenarios²¹.

The Mental Health Crisis as a Risk Multiplier

It is impossible to address the rise in active threats without acknowledging the broader **mental health crisis that has been exacerbated by the COVID-19 pandemic**. While mental illness alone does not explain or excuse violence (and most individuals with mental health challenges are not violent), the societal strain of recent years has created a volatile backdrop that can **aggravate the frequency and severity of active threats**. The pandemic era brought unprecedented levels of stress, isolation, and trauma – factors known to sometimes precipitate violent outbursts or push disturbed individuals toward drastic actions.

Globally, the impact on mental health has been profound. The World Health Organization reported that **the first year of the COVID-19 pandemic triggered a 25% increase in the prevalence of anxiety and depression worldwide**²². Think about that: one in four more people suffering significant psychological distress in a single year. The reasons are manifold – fear of the virus, grief and loss, social isolation from lockdowns, economic uncertainty, and the upheaval of daily life. In workplaces, employees have grappled

with burnout, anxiety, and personal crises at levels many corporate wellness programs were never designed to handle. This widespread strain can contribute to an environment where more individuals feel desperate or angry, and where warning signs of potential violence might be missed amid the general overwhelm.

In the United States, these mental health stressors coincided with a **sharp uptick in various forms of violence**. 2020 – the first year of the pandemic – turned out to be one of the deadliest years on record for U.S. gun violence. Gun homicides and non-suicide shootings rose to roughly 19,300 deaths that year, **a 25% increase from 2019**³. Experts cite the pandemic’s fallout as a contributing factor: unprecedented gun sales, people stuck at home (sometimes with abusive dynamics), economic and social disruption – all creating a tinderbox. While “mass shootings” (defined as four or more shot) initially dipped during strict lockdowns, they resurged with a vengeance as society partially reopened. Sociologists have even identified a “reopening phenomenon” of increased violence as pandemic restrictions lifted²⁴.

For corporate and public-sector leaders, the implication is that **the pool of potential threats has broadened**. You may have more employees struggling with mental health issues, more visitors or clients agitated from personal hardships, or more members of the public on edge. In this climate, **a disgruntled employee or an angry customer is perhaps more likely to tip into violence than they might have been pre-pandemic**. The crisis has also strained public mental health services, meaning troubled individuals might not be getting the support or intervention they need before they escalate to an active threat. FBI and threat assessment professionals often emphasize behavioral warning signs – changes in someone’s behavior or demeanor that signal potential for violence. It’s incumbent on organizations to be extra vigilant in this environment: to foster supportive mental health resources, encourage reporting of concerning behaviors, and have intervention protocols ready. A robust workplace violence prevention program is as much about **early identification and support for people in crisis** as it is about lockdown drills.

In summary, the **pandemic-era mental health crisis acts as a risk multiplier** for active shooter events. It has created more pressure-cooker situations and potentially more individuals on the brink. When combined with easy access to firearms and extremist content online (another parallel trend), it forms a dangerous cocktail. Smart companies will treat employee mental wellness and threat assessment as integral parts of their active threat preparedness. By investing in mental health support, de-escalation training, and a compassionate workplace culture, you not only do right by your people – **you may also prevent the next headline-making tragedy**.

High-Risk Sectors Under Siege

Active threats can strike any sector, but some are **disproportionately at risk** due to the nature of their work and public exposure. As you evaluate your own organization’s risk profile, consider how these particularly vulnerable sectors have been impacted and why experts are sounding alarms in each of them:

- **Transportation and Logistics:** Airports, subways, rail yards, and other transit hubs have long been targets for those seeking mass casualties. The transportation sector also includes large workforces often working in open environments or public-facing roles. The 2021 San Jose VTA rail yard shooting, where a transit employee killed nine colleagues⁵, highlighted the threat of an insider attack in a transportation setting. Similarly, airline industry personnel have faced a spike in unruly and sometimes violent passenger incidents in recent years. For transportation companies, the mix of public access, critical infrastructure, and often limited entry security (outside of airports) makes vigilance paramount.

- **Healthcare:** Hospitals and healthcare facilities have tragically become frequent sites of violence. Emotionally charged environments, the presence of people in crisis, and sometimes long wait times or bad outcomes can trigger aggression toward healthcare workers. In June 2022, a gunman opened fire in a Tulsa medical clinic, killing four people, including two doctors – reportedly angry over pain management. This is part of a larger trend: **healthcare workers are five times more likely to be victims of workplace violence than workers in other industries**⁷. Emergency rooms, in particular, have seen shootings and attacks. The healthcare sector’s duty of care to any person seeking aid means facilities are open and accessible – a fact that attackers have, unfortunately, exploited.
- **Education:** Few sectors have felt the horror of active shooters as often and as painfully as education. From elementary schools to college campuses, educational institutions have been repeatedly targeted. The reasons are complex – attackers often seeking infamy, schools being perceived as “soft targets” with young victims – but the results are heart-wrenchingly clear. The **Uvalde shooting in 2022 (21 killed)**⁸ and the 2018 Parkland, Florida school shooting (17 killed) are just two of many atrocities that have galvanized this sector. Despite increased security measures (like locked doors and active shooter drills for students), schools remain vulnerable due to their mission of openness and the challenge of securing large, sprawling campuses. The education sector also grapples with extensive legal exposure and community outrage when things go wrong, putting school administrators under intense scrutiny.
- **Entertainment and Hospitality:** Concerts, theaters, nightlife venues, sports arenas – these are places meant for escape and joy, which is part of what makes attacks on them so shocking. The events in this category include the Las Vegas Route 91 music festival massacre in 2017 (the shooter targeted the crowd from a hotel, killing 60⁹) and the Orlando Pulse nightclub shooting in 2016 (49 killed). More recently, in 2019, a gunman killed three people at the Gilroy Garlic Festival in California, and in 2022 a shooting at an LGBTQ nightclub in Colorado Springs killed five. Entertainment venues often have large crowds, sometimes with minimal security screening, and attackers may choose them to maximize casualties or to target specific sub-groups. Property owners in this sector must consider not just physical security, but also evacuation planning and crowd management in the event of chaos.
- **Property Management (Commercial and Residential):** Those who manage office buildings, malls, residential complexes, or other properties face unique challenges. They must secure facilities that host multiple tenants or the general public, often with overlapping responsibilities for safety. Unfortunately, **shootings at apartment complexes, malls, and office parks have led to a steady drumbeat of lawsuits against property owners and managers**, alleging negligent security. Such lawsuits and large settlements “occur regularly,” illustrating the legal and financial risks of getting security wrong²⁵. Whether it’s a parking lot robbery that turns deadly or a domestic dispute that spills into a public space, property managers find themselves on the hook if they ignored warning signs (like prior criminal activity) or failed to implement basic precautions (lighting, cameras, access controls). The sector is “at risk” not because it is a direct target of ideology, but because **property owners can be caught in the crossfire of broader societal violence** – and held liable for not creating a safe environment²⁶.

It’s worth noting that these sectors are *examples* – active threats cut across all fields. Financial services firms have seen workplace shootings. Military bases and government offices have endured insider attacks. Retail

stores face armed robberies that turn into active shooter situations. **No sector is truly safe, but understanding the context of your industry can inform the specific precautions you take.** If you operate in one of the above arenas, it's wise to study the incidents that have occurred, learn the lessons, and join sector-wide efforts to improve security. If you don't, it's still prudent to glean what you can – for instance, a corporate campus might learn from how a hospital manages visitor screening, or a theme park might learn from school lockdown drills. The key point for every executive: **assess your own risk profile honestly.** Ask not just “Could it happen here?” but “If it happened here, are we truly prepared to respond and recover?” If the answer is anything less than an unqualified yes, it's time to take action.

Answering the Call: The Active Shooter Active Threat Conference

Faced with this complex and escalating risk environment, it is easy for an executive to feel overwhelmed. Active shooter preparedness spans so many domains – security protocols, employee training, legal compliance, mental health, insurance, crisis communications – that crafting a comprehensive strategy can be daunting. That is precisely why BrightBuild and Secapp have come together to host the **Active Shooter Active Threat Conference on September 5**. This conference is designed explicitly for leaders like you, bringing together an unparalleled cross-disciplinary team of experts to help companies forge smarter, scalable threat response frameworks.

What makes this conference unique is its recognition that **no single field has all the answers.** Truly effective active threat preparedness requires breaking down silos and learning from diverse perspectives. To that end, the event will convene authorities from key areas:

- **Law Enforcement & Tactical Response:** Seasoned law enforcement professionals (including SWAT commanders and crisis negotiators) will provide insight into attacker behavior, police response timelines, and how organizations should coordinate with first responders. You'll learn what **on-the-ground tactics** save lives in those crucial minutes and how your company can align its response plan with what police and EMS need when they arrive.
- **Corporate Risk & Finance:** Chief Risk Officers and insurance experts will speak to the financial planning aspect of active threats. They'll share how leading organizations quantify these risks, what insurers now expect from clients in terms of risk mitigation, and how to **financially protect your company** through risk transfer (insurance, captives) or self-insurance strategies. This helps ensure an attack doesn't bankrupt your firm and provides a roadmap for discussing budget and coverage with your board.
- **Legal & Regulatory Insight:** Attorneys and compliance experts will unpack the **legal precedents** discussed earlier – but in practical terms: what policies and documentation you should have in place *before* an incident, how to train management to handle threats (and thereby reduce liability), and emerging regulations or standards (for instance, OSHA's evolving stance on workplace violence as a safety issue). They will share anonymized case studies of companies that faced litigation after an event, illuminating pitfalls to avoid.
- **Lived Experience and Survivor Advocacy:** One of the most impactful ways to drive change is hearing directly from those who have lived through the nightmare. The conference will feature **survivors and individuals with lived experience of active shooter events** – whether a survivor of workplace violence, a school principal who navigated a shooting crisis, or a family member

impacted. Their stories of tragedy and resilience bring home why this issue must be taken seriously, and they offer invaluable lessons on recovery, support, and the human side of crisis leadership. These perspectives ensure that preparations remain people-centric, not just checklists and protocols.

· **Crisis Leadership & Communication:** Experts in crisis management and leadership under pressure (including executives who have led organizations through violence-related crises) will provide guidance on the **leadership mindset and communication strategies** needed when the unthinkable occurs. How do you make split-second decisions that can save lives? How do you communicate with employees, families, and the public in the midst of chaos? And how do you lead your organization back from tragedy in the weeks and months after? This track arms you with leadership tools that transcend the specific incident – skills that are applicable to any high-stakes emergency.

The ultimate aim of the conference is to help every attending executive **construct a tailored, comprehensive threat response framework** for their organization. This isn't about a one-size-fits-all handbook; it's about understanding core principles and best practices, then scaling and adapting them to your company's size, culture, and risk profile. Workshops and breakout sessions will allow you to collaborate with peers in your industry, pressure-test your current plans against expert feedback, and identify gaps you might have overlooked. You will leave with a clear roadmap of next steps – whether it's initiating a board-level safety committee, conducting a professional threat vulnerability assessment, investing in mass notification technology, or scheduling your first full-scale active shooter drill.

Crucially, this conference is not a one-day lecture series – it is a catalyst for an ongoing effort. BrightBuild and Secapp are building a community of practice around this issue. By attending, you and your company will gain access to a network of experts and fellow leaders committed to continuous improvement in threat preparedness. You'll receive post-conference resources, from template policies to planning checklists and vendor contacts for security technology and training services. In short, **you will gain the knowledge, connections, and tools to elevate your organization's readiness** to a truly strategic level. The investment of one day on September 5 could yield dividends measured in lives saved and crises averted.

Conclusion: A Call to Action for Executive Leadership

As a CEO or C-suite leader, you are the ultimate **steward of your organization's future**. Today, that stewardship demands confronting the reality of active shooter and active threat risks. This is not "someone else's problem" to delegate. It is a core leadership responsibility – one that tests our duty to protect our people, our accountability to stakeholders, and our resolve in the face of daunting challenges. The evidence is overwhelming: active threat incidents have sharply risen in frequency and can devastate any workplace or public venue. Most organizations remain unprepared at a strategic level, **creating vulnerabilities that only executive action can fix**. The legal system is actively redefining negligence in this arena, meaning your **decisions now will be judged in courtrooms later** if, heaven forbid, an incident occurs on your watch. And the safety nets we take for granted, like insurance and public safety response, are being stretched thin – putting the onus squarely on companies themselves to be proactive.

Yet, with all this risk comes a tremendous opportunity for those who lead. By tackling this issue head-on, you can protect lives, enhance employee trust, strengthen your organization's resilience, and even gain a competitive edge (a company known for caring about its people's safety is a company that attracts and retains talent). It starts with educating yourself and your leadership team – and there is no better step to

take than joining us at the upcoming **Active Shooter Active Threat Conference on September 5**. This event is not about fear; it's about empowerment. It's about equipping you with the insights and strategies to fulfill one of your most fundamental mandates: to keep your people safe and your organization strong, even in the face of modern dangers.

Now is the time to act. The cost of complacency is simply too high, and the benefit of preparedness is too great. We urge you to seize this moment and be a champion for safety and resilience in your organization. **Make the Active Shooter Active Threat Conference a priority on your calendar.** Send a signal to your employees, your board, and your community that you take this responsibility personally. The knowledge you gain and the connections you forge could one day mean the difference between chaos and control, between tragedy and triumph.

This is your call to action. Let's ensure that when the next crisis looms, your company will not be caught off-guard, but rather will stand as an example of decisive, well-prepared leadership. The first step on that journey is waiting for you on September 5. **Register now to secure your place at the conference – your organization's future safety may depend on it: [Registration Link]** (placeholder).

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