



「2018」

ACTIVE SHOOTER
PREPAREDNESS SURVEY

Executive Summary

The security sector has experienced seismic shifts through the years, shifts that force the sector to re-engineer the best ways to protect an organization's assets and people. With the rise in frequency, scope, and severity of mass casualty attacks, active assailant is yet another issue that has fundamentally changed what it means to lead security for an organization.

It's not at all surprising that the results of this research reinforce the importance of active assailant preparation in today's security operations. As a critical issue needing attention, active shooter preparation was the top concern cited – by 76 percent of the participants – outpacing general workplace violence (65 percent) and natural disasters (63 percent). The hard data serve to underscore what I see and hear on a regular basis as editor-in-chief of Security Management. From webinar attendance to article idea submissions to hundreds of hallway conversations, the topic of active assailant preparation and response remains a topic of critical importance to today's security leaders.

As with the shifts wrought by cybercrime and terrorism, the shift brought on by active assailant preparation is not from one point of emphasis or priority to another. Rather, it is incorporating the new threat into what is a continually evolving approach to protecting and safeguarding an organization. It's a business cliché, but it doesn't mean it's not true: if everything is a priority, then nothing is. The survey underscores the difficulty of security when the types of serious threats are numerous and the number of different types of threats only seems to grow. The survey found that 50 percent do not have an active shooter communications plan in place and 62 percent have never run an active shooter drill. Both practices are hallmarks of active assailant preparedness programs, yet half or more of the responding organizations have not deployed the tools.

This is why the survey and report are so important. They contribute to how security leaders understand the issue, how the sector is responding, and what else organizations may need to be thinking about. Measuring the value may be hard, even impossible, but it doesn't mean the value isn't there. I'm proud that Security Management was part of this research, and ASIS International will continue to be a leader in helping the security sector adjust to and mitigate new threats.

Teresa Anderson
Editor-in-Chief
Security Management

In late 2018, Everbridge, in partnership with Security Management magazine, surveyed 630 corporate security and emergency preparedness leaders regarding their active shooter incident preparedness, response readiness and overall perceptions of evolving threat. This October 2018 survey served as a follow up to Everbridge's 2016 survey on the same topic, assessing how preparedness has changed in the past two years, if at all.

Unfortunately, active shooter situations are continuing to increase in frequency, forcing businesses and other organizations to consider placing a greater emphasis on preparing for this potentially tragic and devastating event.

Since our last Active Shooter report in 2016, there have been 686 mass shootings involving over 3,100 casualties in the U.S. 810 people tragically lost their life¹ during these attacks. The focus of this research report is to investigate whether increased awareness of the issue has translated into enhanced facility and safety measures, as well as overall improved organizational preparedness by businesses and organizations across the country. The report also takes a look at the most common security challenges surrounding the issues that today's companies must deal with in order to ensure they are truly ready to respond and protect their employees, contractors, customers, family members and all other individuals who could be susceptible to this disturbingly increasing threat.



ACTIVE SHOOTER STUDY FINDINGS

Active Shooter situations are still the “Top Threat”

75.6 percent of respondents, an increase from 69.0 percent in 2016, listed Active Shooter situations as the “Top Threat” for which they are preparing. The remaining top three threats were: Workplace Violence 64.7 percent, and Natural Disasters 62.9 percent.

Compared to 2016, twice as many companies feel “Well Prepared”

Results from 2016 showed that only one in five individuals felt their organization was well prepared for an active shooter incident. When asked in 2018 about their organizational preparedness, however, nearly 40 percent of individuals say their organization is well prepared for an active shooter situation. When asked if they felt more prepared for an Active Shooter situation, more than two-thirds indicated that they felt “More Prepared” than two years ago.

Employees at smaller companies feel better prepared

Smaller companies (those with fewer than 1,000 employees), showed the highest perception of organizational readiness for an active shooter situation with 43.2 percent indicating that their company was well prepared. Surprisingly, both large companies with more than 10,000 employees, and mid-sized companies with more than 1,000 employees, showed lower levels of preparedness with 35.5 percent and 38.3 percent, respectively.

Executive concern about employee safety is declining

In 2016, almost 80 percent of respondents indicated that they agreed that “executives and leaders in my organization are more concerned about employee/student safety than they were two years ago.” Fast forward to 2018, and less than 60 percent of respondents agreed with the same statement.

A majority of companies still do not hold practice drills

The majority (62 percent) of companies reported never running an active shooter drill, something often seen as a critical element to active shooter preparation, training and response. This finding was similar to our 2016 results, where 60.5 percent of companies had never run active shooter training.

Employees expect to be notified in seconds

Most active shooter situations are over in less than 10 minutes. Four out of five employees prefer it take seconds for their companies to notify them of an Active Shooter situation. However, when asked, “How long would it take for your company to notify all your employees of an active shooter event on your campus or in your facility?” two-thirds of employees thought it would actually take minutes for their company to be able to notify them.

ANALYSIS

This 2018 research indicated that an overwhelming majority of companies viewed active shooter situations as the most relevant and threatening critical event they had to be prepared for – far ahead of general workplace violence, natural disasters and cyber-crime. Results also showed that companies have also come to understand the importance of communicating with, and confirming the safety of, employees as part of the response efforts for these types of incidents.

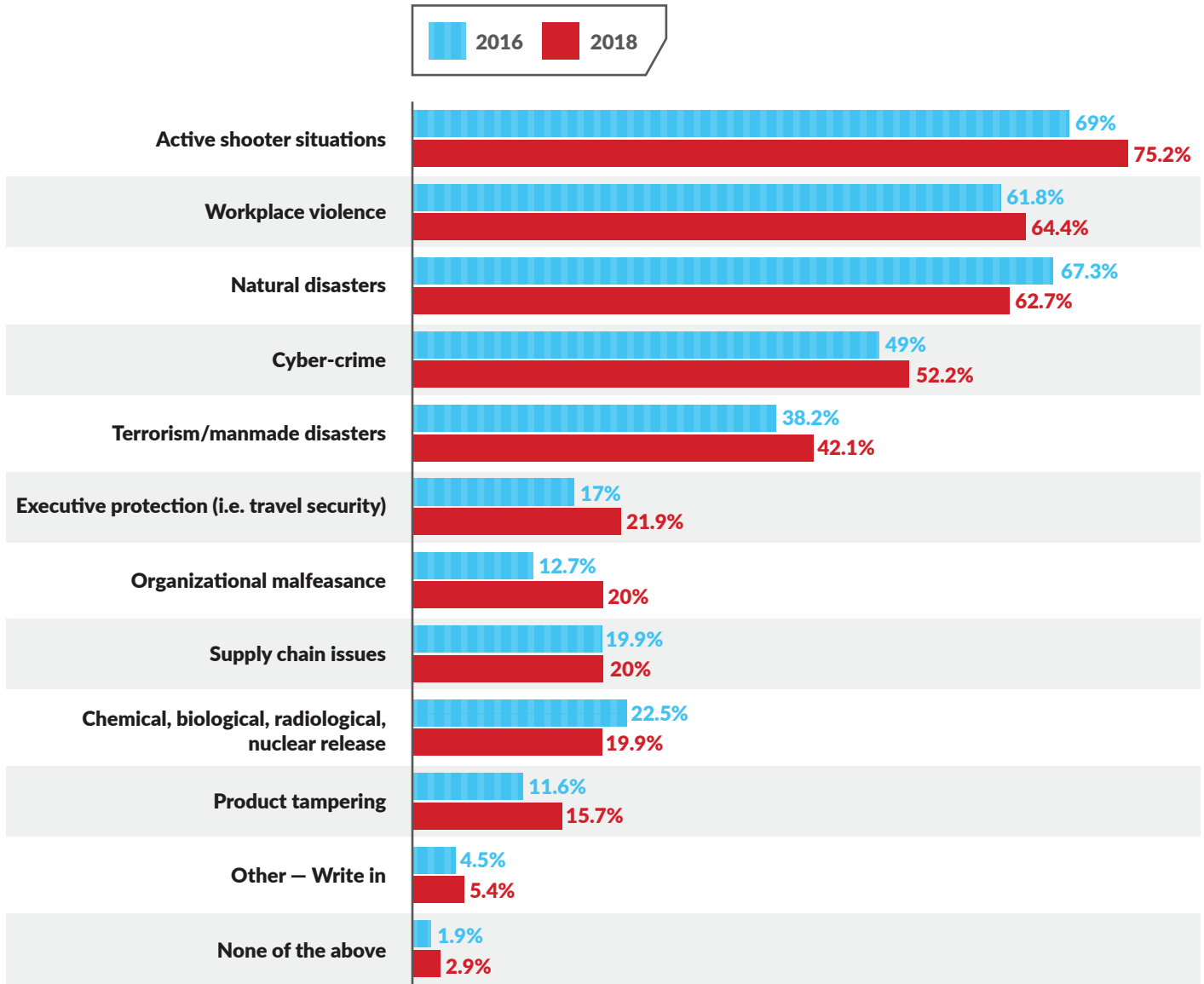
In the past two years there has clearly been strong effort made by many companies to improve their preparedness and protect the safety of their employees. The results showed that companies believe they're more prepared – and are more confident in those preparations – than they were two years ago.

Despite these efforts, and the optimism of those managing preparedness plans, there are still indications that some companies may feel they're more prepared than they actually are. In fact, only half of companies have a communications plan in place – meaning 50 percent of companies have no communications plan to inform employees, site visitors and contractors, public safety officials and first responders during such an event. A majority of respondents listed “communicating with key parties” as their top concern – and a similar majority are confident they're prepared. This belief, however, simply hasn't translated into signs that they are actually taking the actions needed to be truly prepared and resilient in the face of an active shooter situation.

COMPANIES UNDERSTAND THE IMPORTANCE OF ACTIVE SHOOTER PREPARATIONS

As mentioned, an active shooter situation is the critical event companies are preparing for the most (76 percent), followed by general workplace violence (65 percent), natural disasters (63 percent) and cyber-crime (54 percent):

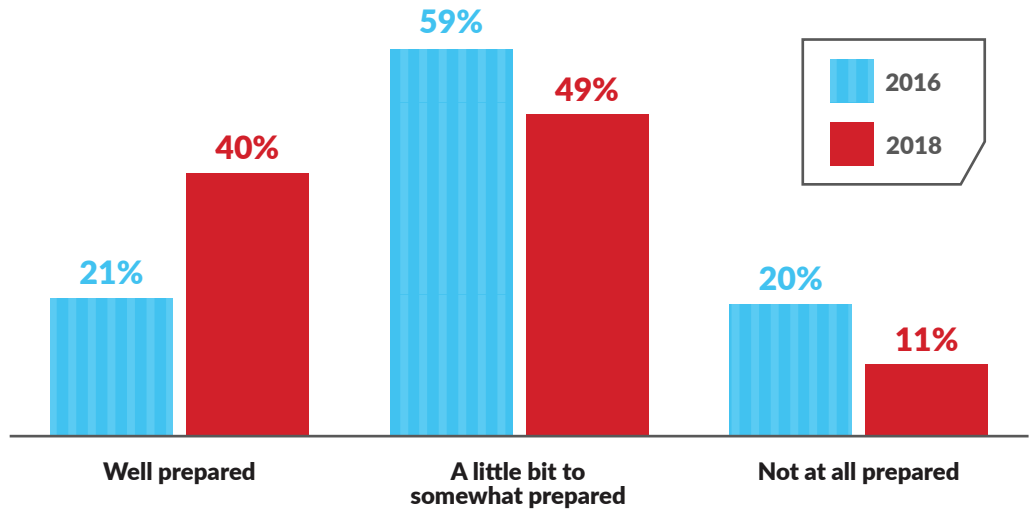
What are the top threats your organization is preparing for? (Select all that apply)



40 percent of companies say they’re well prepared for an active shooter situation. This is a 19-point increase from the 21 percent that reported being well prepared in 2016.

The number of companies “not at all prepared” for an active shooter situation dropped nearly in half, from 20 percent in 2016 to 11 percent in 2018:

How Prepared Is Your Organization For An Active Shooter Event?



When looking at how well prepared the company is for an active shooter situation, smaller companies tended to show a higher level of preparedness.

Overall, companies are more confident that they're prepared for an active shooter situation, with two-thirds (67 percent) saying they felt more prepared than two years ago, and 30 percent saying their preparation was the same:

FEEL "WELL PREPARED"

Large Orgs 10,000+

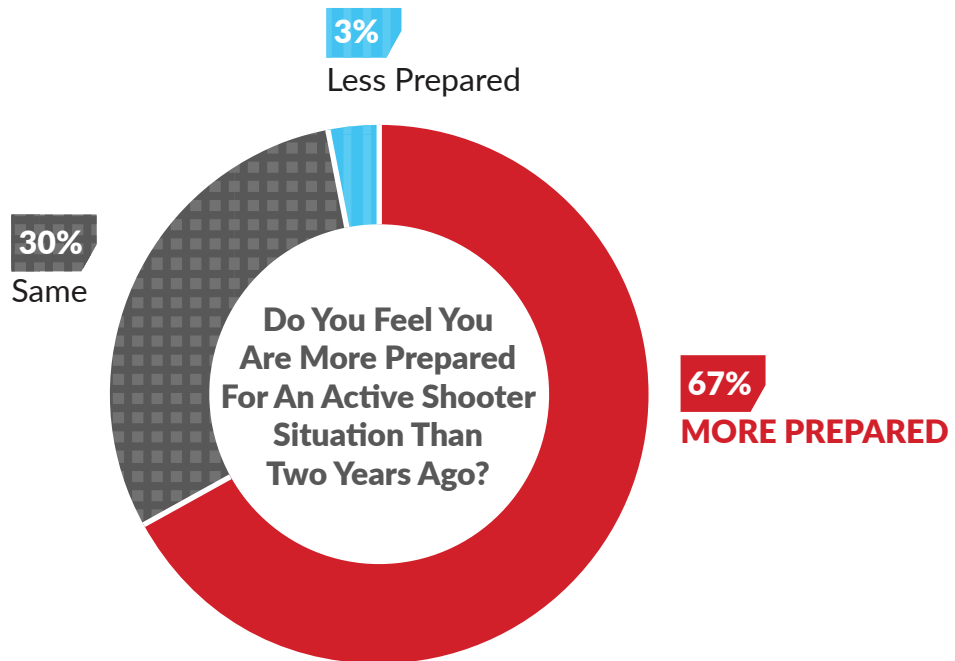
35.5%

Mid-sized between 1,000 and 10,000

38.3%

Small Orgs Less than 1,000

43.2%



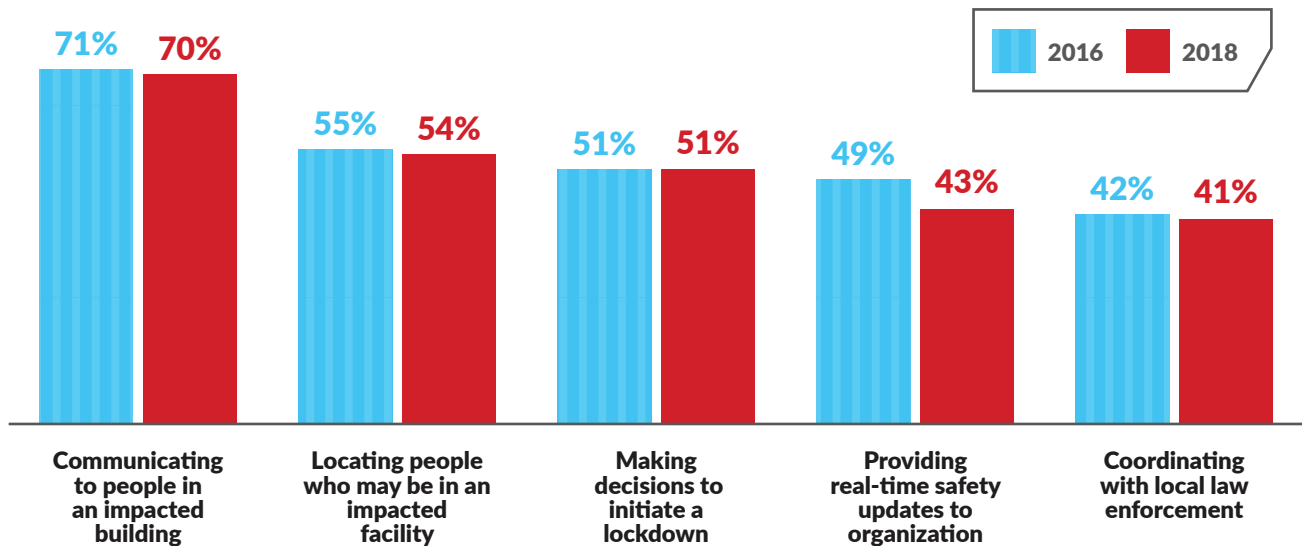
COMMUNICATING WITH EMPLOYEES AND PUBLIC SAFETY OFFICIALS IS CRITICAL DURING A CRISIS

The top concern during an active shooter event is communicating with/ confirming the safety of impacted employees and individuals (70 percent). The next-highest concern is locating employees that might be in an impacted facility (54 percent).

Forty-three percent were most concerned with providing real-time safety updates to the rest of the organization, while 41 percent said coordinating activities with law enforcement and the community as a whole was their biggest concern.

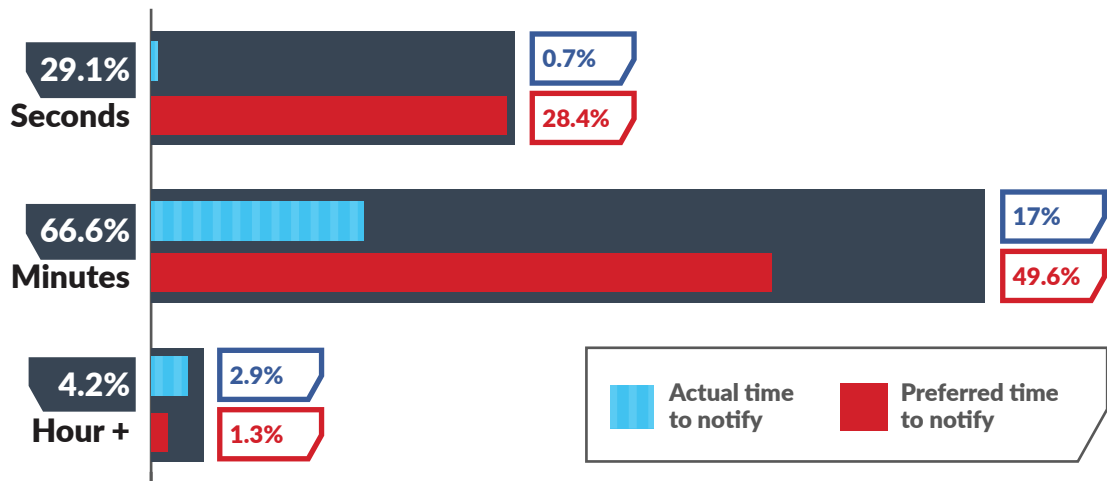
These findings stayed consistent over the past two years, with almost identical numbers being reported in 2016:

During A Location-Specific Active Shooter Incident, What Are Your Biggest Challenges/Concerns?



While communication is still the top concern, employee expectations related to how quickly they expect to be notified in an active shooter situation need to be communicated clearly during practice exercises and preparedness activities. Two-thirds of respondents (66.5 percent) understood that it would take their company minutes to connect with employees in an active shooter situation, even though 49.6 percent of respondents preferred to be notified in seconds. Over one quarter of respondents (28.4 percent) also expected and preferred to be notified in seconds, not minutes.

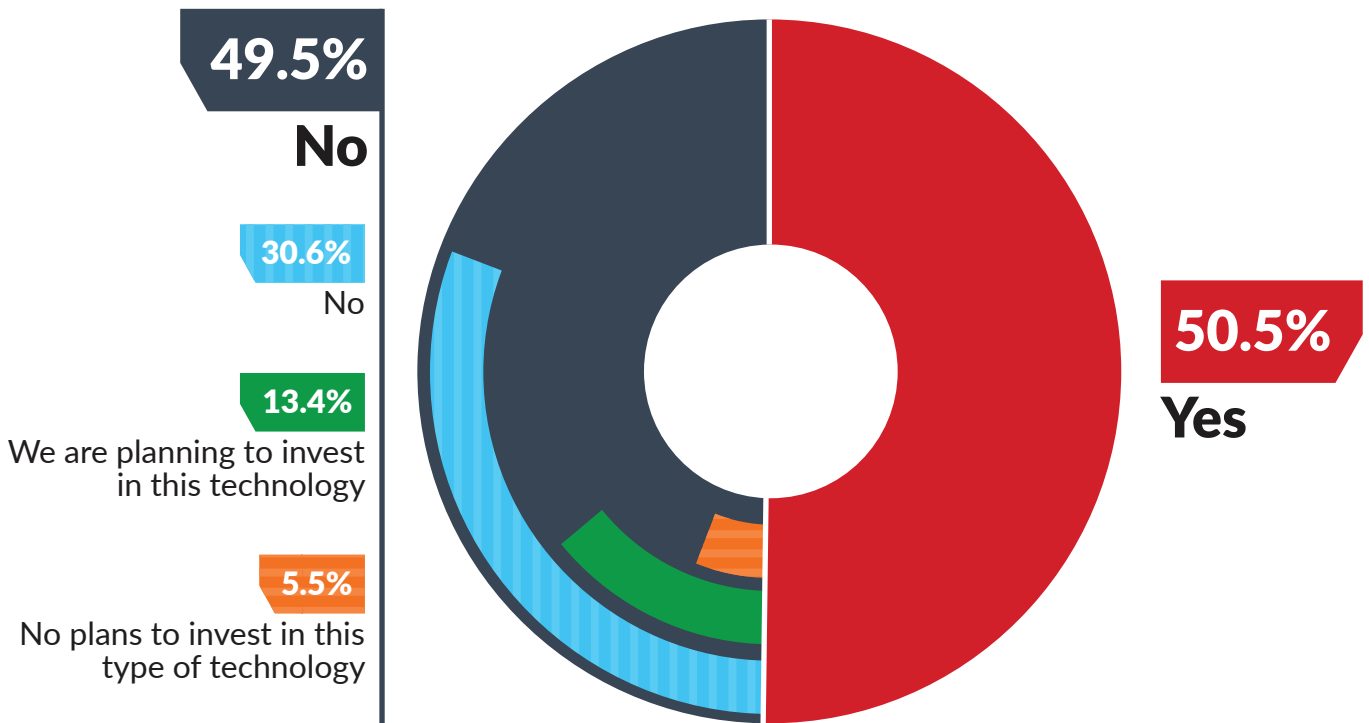
Preferred vs. Actual Time To Notify



ONLY HALF OF COMPANIES HAVE COMMUNICATIONS PLANS IN PLACE

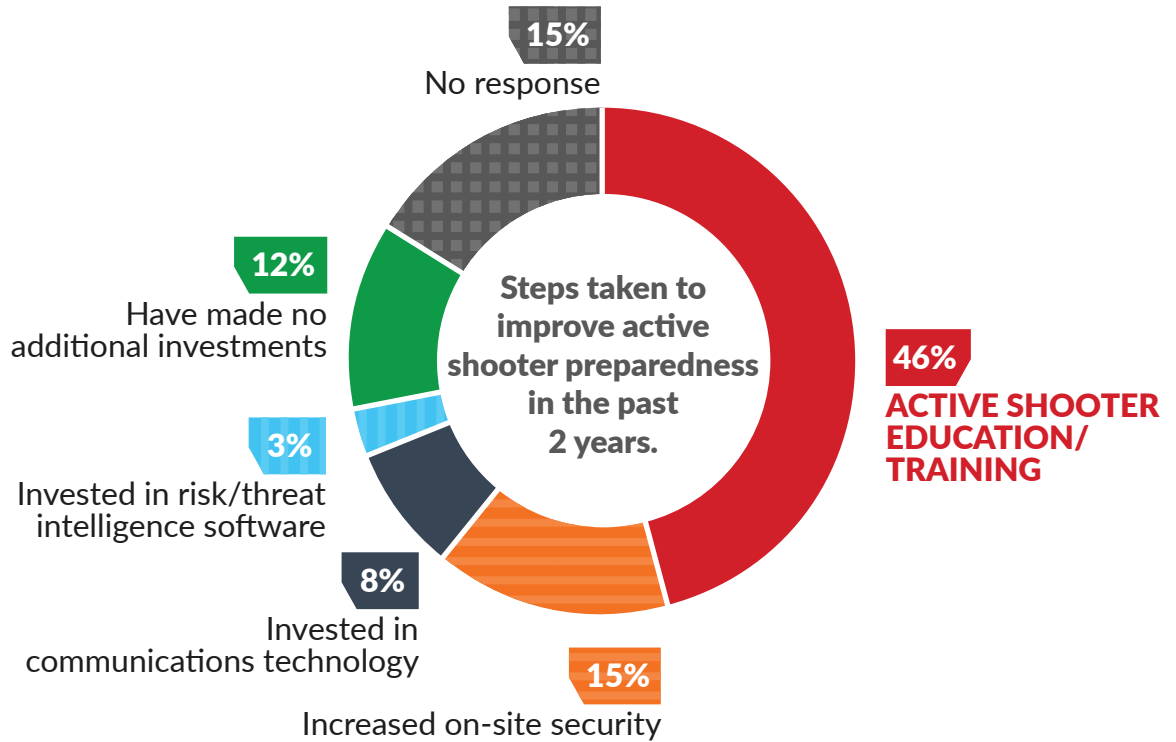
Half of companies have a communications plan in place – but this also means that half of companies don’t have one – and only 13 percent of this group reported they were in the process of developing one.

“Does your organization have an established plan of how to communicate and escalate alerts in an active shooter situation to those individuals who are most likely to be impacted?”

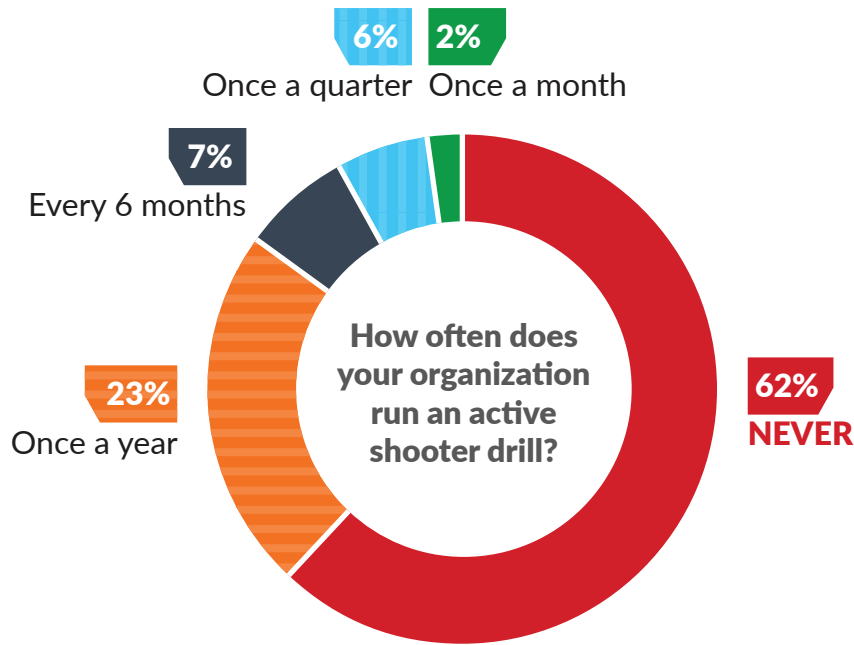


COMPANIES ARE NOT RUNNING ACTIVE SHOOTER PREPAREDNESS DRILLS

Less than half (46 percent) of companies conducted active shooter education in the past two years and also indicated this was the strongest action they had taken to be prepared. Only 15 percent invested in increasing physical security that could aid their emergency response process:

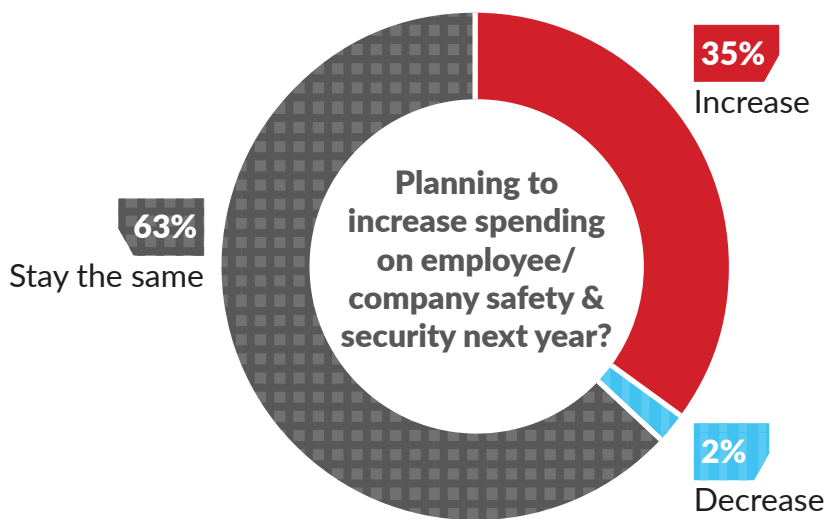


62 percent of companies, moreover, reported never running an active shooter drill, a slight increase from 2016. Even when a company invests in active shooter training and education, it is not a guarantee that the company will also carry through and run drills, which are more impactful and necessary. When we examined responses for employees at companies that had invested in education and training, almost 50 percent of these companies did not run a drill:



INVESTMENT IN ACTIVE SHOOTER PREPARATIONS IS NOT INCREASING

Despite the growing feeling that companies are responsible for keeping their employees safe, only 35 percent planned to increase spending. When we analyzed investment planning at companies where their executives are “more concerned about active shooter situations than two years ago,” again, only 48 percent plan to increase their safety and security investments.



CONCLUSION

Active shooter incidents are on the rise, and businesses and their leaders are increasingly aware of the need to prepare for these threats. At the same time, larger organizations in particular are not taking strong enough level of action to ensure true resiliency and preparation.

According to Everbridge's CSO Tracy Reinhold, a former security executive for Fannie Mae and Walmart, as well as the Associate Executive Assistant Director for the FBI, while it is promising to see that organizations are increasingly aware of the threat of an active shooter, it remains disappointing that real actions have not taken place. "Part of active shooter preparedness is having a plan in place, whether it's an evacuation plan or communications plan for employees, but what we continue to see as the most advantageous activity to ensure readiness, is the execution of actual active shooter evacuation drills...not just plans. These types of drills cannot be overstated when it comes to their importance in driving change within an organization, and truly instilling an elevated level of safety awareness for all employees and stakeholders. These drills also ensure that executives and security professionals are properly engaged around this issue, and are investing the right level of attention, and technology, to this increasing threat."

Most active shooter incidents involve only a single attacker, the fact is that many businesses and organizations today are dealing with a mobile workforce, and often have multiple physical campuses and facilities. This means that any emergency communications plan must be more dynamic – adaptable to the ever-changing locations and means of contact for its personnel.

Moreover, the survey results highlighted that, in order to provide as much protection as possible to all employees, as well as to site contractors and visitors regardless of where they are working on a given day, a dynamic communications plan must have the following five essential capabilities:

1. Immediate location of, and communication with, all employees and ongoing tracking of employee locations while they are traveling and/or moving about a campus or facility.
2. Instantaneous understanding of who is in each building or enterprise property/facility.
3. Automated communication and collaboration for mustering purposes and evacuation plans with targeted outreach via SMS text, voice, mobile app, digital signage or desktop alerts.
4. Two-way communication, including SOS messaging initiated by employees to disclose current location.
5. Integrated data on expected employee location to anticipate travel to high-threat areas.

For perspective on the significance of our survey results in 2016, Everbridge sought out Regina Phelps, founder of Emergency Management & Safety Solutions. Phelps has over three decades of experience in emergency preparedness, and in reviewing the 2018 Active Shooter Preparedness Survey results, we felt it important to reiterate her original recommendations. In 2016, for example, Phelps observed that with mobile devices making communications faster and easier than ever before, there is no excuse for an organization to not have a plan in place. “Every company needs a clear policy regarding violence on the job,” Ms. Phelps said. “If you don’t have one, develop a workplace violence policy and plan. It should include details about what is in place and how threats and incidents are to be managed.”

“Companies must also educate personnel on the importance of timely communications in order to get the data necessary – home phone, mobile phone, personal email, etc. – to keep them informed,” she added. “While active shooter events may not be preventable, more effective and timely communication could make the difference between life and death.”

In summary, security professionals, like Reinhold and Phelps, as well as Everbridge, Security Management magazine, and other security industry organizations, can all agree that these results portray an environment of heightened awareness, but not real progress...yet.

Organizations continue to make strides in developing plans and employee education procedures around active shooter incidents but are not moving quickly enough to develop real training, drills and scenarios to shape more effective response efforts. Moreover, there is a real need for more effective utilization of technology to better pinpoint, locate and account for people in the heat of these attacks.

Active Shooter Preparedness Recommendations

1 ESTABLISH A CLEAR WORKPLACE VIOLENCE POLICY AND PLAN.

Every company needs a clear policy regarding violence on the job. If you don't have one, develop a workplace violence policy and plan. It should include details about what is in place and how threats and incidents are to be managed.

2 MAINTAIN COMPLETE AND ACCURATE EMPLOYEE DATA TO FACILITATE EMERGENCY COMMUNICATIONS.

Educate your personnel on the importance of timely communications in order to get the data necessary – home phone, mobile phone, personal email, etc. – to keep them informed. While active shooter events may not be preventable, more effective and timely communication could make the difference between life and death.

3 INCLUDE ACTIVE SHOOTER-SPECIFIC PROCEDURES IN YOUR WORKPLACE EMERGENCY RESPONSE PLANS.

Include specific active shooter procedures in your company emergency response plans and make them widely available. These need to be clear, short and concise instructions to your personnel that detail how to respond during an active shooter situation.

4 DEVELOP A RELATIONSHIP WITH LOCAL LAW ENFORCEMENT AGENCIES NOW.

You need to be prepared to work closely with local law enforcement, but you don't want to find yourself exchanging information only after an incident has happened. You need to reach out to your local law enforcement agencies and develop a relationship with them well in advance of any problems.

5 CONDUCT REGULAR TRAINING WITH YOUR PERSONNEL.

Training employees about your company's overall workplace violence policy and plan is only part of the job; they also need to know the active shooter response plan. Employees should be practiced in how to report threats and how to respond during an active shooter situation.

6 DEPLOY AN EMERGENCY NOTIFICATION SYSTEM (ENS) ORGANIZATION-WIDE.

Communication is key in an active shooter situation, and an emergency notification system (ENS) could literally make the difference between life and death. Conduct an ENS exercise with your staff no less frequently than once per year.

7 CONDUCT A WORKPLACE VIOLENCE EXERCISE.

Conduct a workplace violence exercise with your incident/crisis management team that focuses on the aftermath of an incident and the impacts to the people and the business. A shooting may only last a few minutes, but the impact could last for years. Conduct an exercise that focuses on the aftermath of an incident.

¹ <https://www.gunviolencearchive.org/>

ABOUT EVERBRIDGE

Everbridge, Inc. (NASDAQ: EVBG) is a global software company that provides enterprise software applications that automate and accelerate organizations' operational response to critical events in order to keep people safe and businesses running. During public safety threats such as active shooter situations, terrorist attacks or severe weather conditions, as well as critical business events including IT outages, cyber-attacks or other incidents such as product recalls or supply-chain interruptions, over 4,400 global customers rely on the company's Critical Event Management Platform to quickly and reliably aggregate and assess threat data, locate people at risk and responders able to assist, automate the execution of pre-defined communications processes through the secure delivery to over 100 different communication devices, and track progress on executing response plans. The company's platform sent over 2.8 billion messages in 2018 and offers the ability to reach over 500 million people in more than 200 countries and territories, including the entire mobile populations on a country-wide scale in Sweden, the Netherlands, the Bahamas, Singapore, Greece, Cambodia, and a number of the largest states in India. The company's critical communications and enterprise safety applications include Mass Notification, Incident Management, Safety Connection™, IT Alerting, Visual Command Center®, Crisis Commander®, Community Engagement™ and Secure Messaging. Everbridge serves 9 of the 10 largest U.S. cities, 8 of the 10 largest U.S.-based investment banks, all 25 of the 25 busiest North American airports, six of the 10 largest global consulting firms, six of the 10 largest global auto makers, all four of the largest global accounting firms, four of the 10 largest U.S.-based health care providers and four of the 10 largest U.S.-based health insurers. Everbridge is based in Boston and Los Angeles with additional offices in Lansing, San Francisco, Beijing, Bangalore, Kolkata, London, Munich, Oslo, Stockholm and Tilburg.

ABOUT SECURITY MANAGEMENT

Security Management is written primarily for security professionals. It also makes vital security information understandable to a general business audience, helping ASIS International advance security worldwide. Readers receive timely information on emerging security threats and practical solutions, which they can use to protect people, property, and information.

Founded in 1955, ASIS International is a global community of security practitioners, each of whom has a role in the protection of assets - people, property, and/or information. Our members represent virtually every industry in the public and private sectors, and organizations of all sizes. From entry-level managers to CSOs to CEOs, from security veterans to consultants and those transitioning from law enforcement or the military, the ASIS community is global and diverse.

No other organization possesses the vast array of knowledge, expertise, and experience. We offer a range of education programs, publications and events to help you thrive professionally, whether you're a young professional or an industry veteran. Developed in consultation with leading industry experts, our resources are designed to support you at every stage in your career.

Formerly the ASIS International Annual Seminar and Exhibits, Global Security Exchange (GSX) is the relevant and pioneering security event that unites the full spectrum of the industry. Cyber, operational, and physical security professionals from across the private and public sectors, allied organizations and partners, and the industry's leading solution providers come to GSX for the most comprehensive security education and innovative technology in the world. As the trusted community for the profession, only ASIS International has the expertise, influence, and resources to deliver the industry's flagship event.



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