

Safety Through Connection Looking Out for One Another



Background & Career Experience

- Member of Saint Ambrose Catholic Community
- Married; Father of 4 Awesome Children
- U.S. Secret Service (21 years) – Retired Senior Special Agent
 - *Top Secret, SCI Clearance*
 - *Chicago, Minneapolis, Washington, D.C.*
 - *Protection assignments spanning Presidents & Vice Presidents*
 - *(Gerald Ford through Donald Trump)*
 - *Permanent Protection Detail: Vice President Dick Cheney (2003–2007)*
 - *Led numerous Protective Intelligence Investigations*
 - *Led Minnesota Financial & Electronic Crimes Task Force (USSS)*
 - *Criminal Investigative Division*
 - *Special Counterfeit Operations Section*
 - *Transportation Section & Operations Section (#1 Whip)*
- St. Paul Police Officer (1998-2000)
- Mall of America Security Officer (1994)
- Loss Prevention (1987-1996) – Dayton’s, Carson’s, Bachman’s
- ISO27001 Certified ISMS Lead Implementer & Auditor
- Basic Network Intrusion Responder Training – U.S. Secret Service (2018)
- Current Role: Co-Founder/CEO of 360 Security Services





Why We Are Here

- Provide factual, process-focused information
- Explain how Saint Ambrose plans for and manages safety
- Reinforce why early reporting on concerning behavior or incidents is critical – Case Study Review
- Answer questions with clarity and care



Disclaimer...
*Real Content
Discussed*

What are we “*most*”
concerned about?





How Saint Ambrose Approaches Safety

- Ongoing collaboration with experts and law enforcement
- Safety & Security Committee established (2025)
- Partnership with 360 Security Services
- All-hazard mindset (severe weather, medical, human-caused, infrastructure, regional events, cybersecurity, behavioral, etc.)
- Preparation across the full safety & security continuum
- Continuous physical and technology-based security enhancements
- Focus on prevention and deterrence
- Measured, coordinated response when incidents occur

Overview of 360's “Asset Protection” Model

Building a “Culture of Safety”

“CHIRP” (*Assets & Threat Vectors*)

C = **C**yber

H = **H**uman (People)

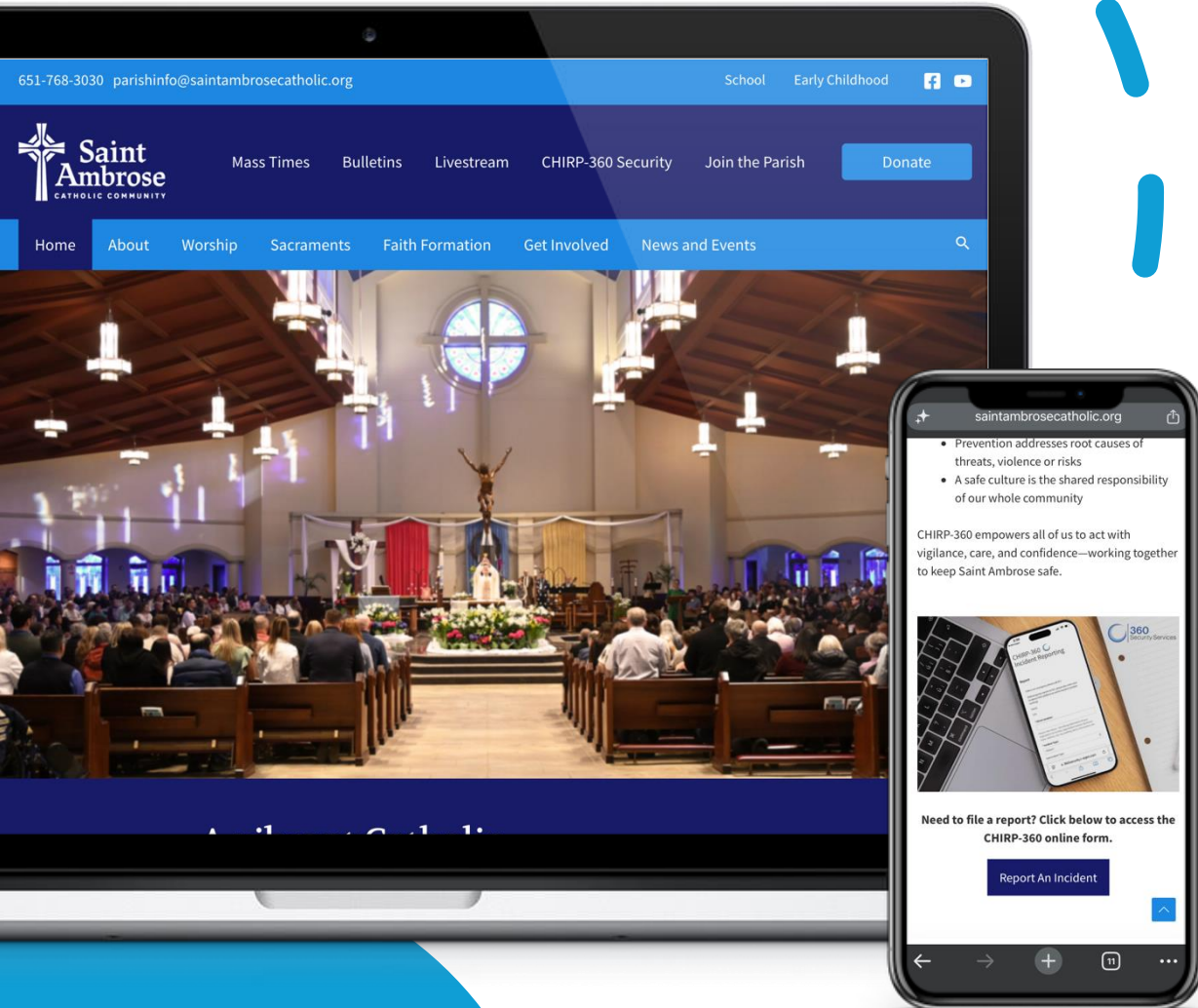
I = **I**nformation

R = **R**eputation

P = **P**hysical



What is CHIRP-360 Reporting?



- A Behavioral Threat Assessment & Management “Eco-system” of support (*a program for schools, churches, businesses, etc.*)
- A “trusted way” to share safety or behavioral concerns early
- For “everyone” in the Saint Ambrose community
- Focused on behavior *and* context – not punishment
- Focuses on all “CHIRP” areas – not *just* violence
- You report – 360 assesses and helps manage
- Confidential and handled with discretion
- Helps Saint Ambrose stay “*left of boom*”
- *Early reporting saves lives – (data supports this)*

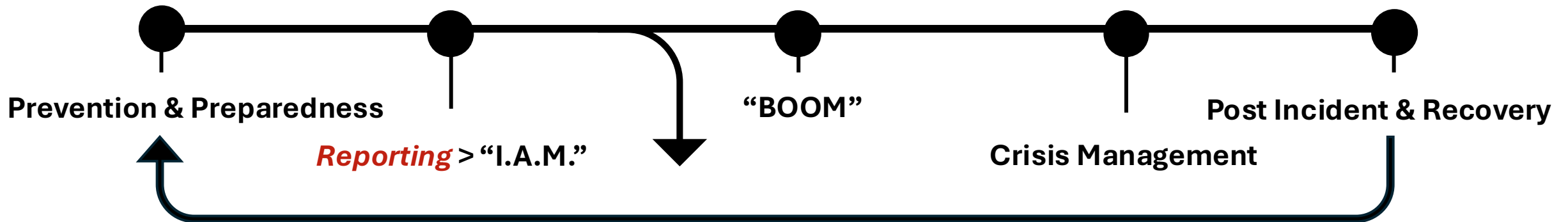
Incident Preparedness and Response

There is no such thing
as **perfect security**



Security is a journey, not a race
(based on facts, not emotions)

“The Incident”



Another Emerging Threat

“META” Smart Glasses

Potential impact to:

- Human safety
- Physical security
- Reputational risk

Capable of recording or surveilling activities, individuals, and sensitive spaces



The Root of Much Evil

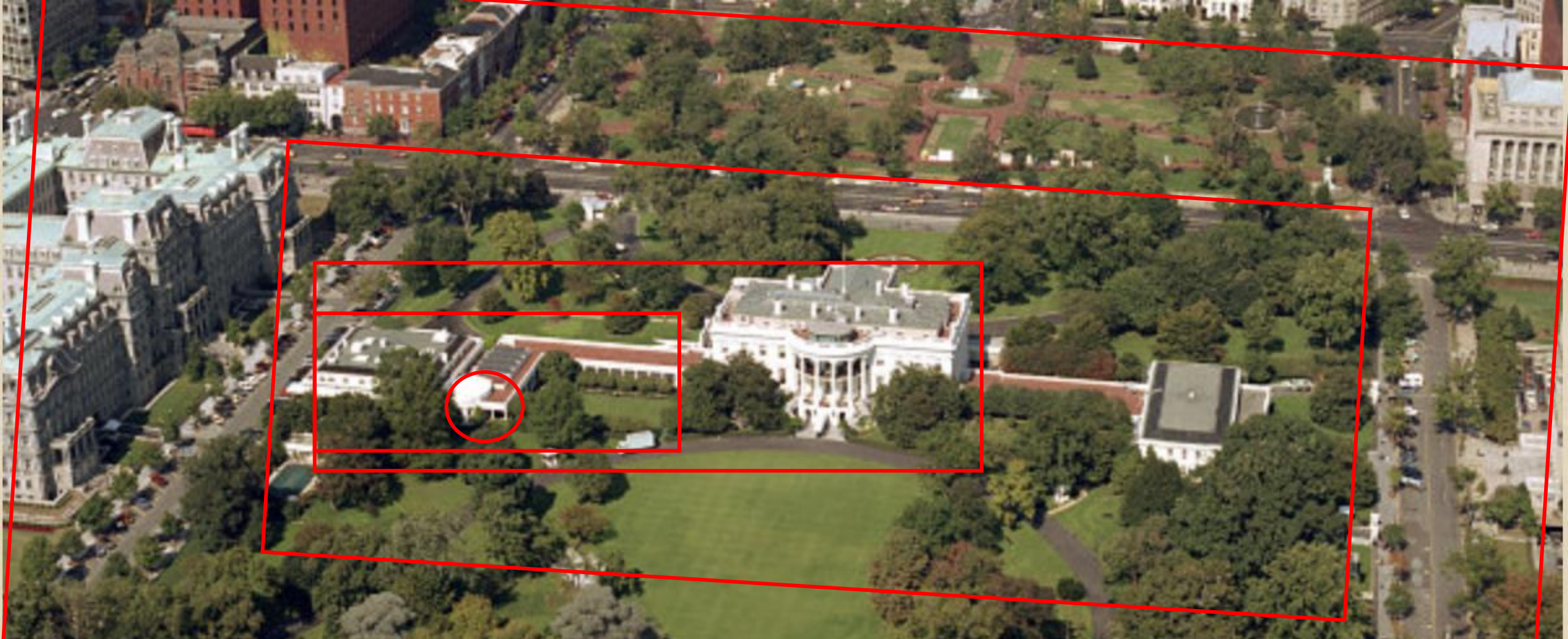


Key to Safety & Security

Risk & Threat Management

I – Identify
A – Assess
M – Manage





Concentric Layers of Safety – Defense (*Prevention*) in Depth

***The sooner we **identify, and assess** a threat...the more options and time we have to **manage** it
Leave the threat until the final moment and we are relying on chance....***





“Our Natural Reaction”
Build More Barriers

When the reality is...

The “shooter” is often already
in the classroom or church



All-Hazard Roadmap for Saint Ambrose

An all-hazards approach that prepares our school and church to:

- Prevent
- Protect
- Mitigate
- Respond
- Recover

Planning is designed to address a wide range of potential risks that could impact our people, facilities, and operations.



All-Hazard Preparedness for Saint Ambrose

- Severe Weather
- Health Emergencies
- Human-Caused Threats
- Infrastructure / Utility Failures
- Transportation Disruptions
- Community or Regional Emergencies & Civil Unrest
- Special Events & Large Gatherings, or VIPs
- Cybersecurity Emergencies
- Behavioral or Social Threats





Standard Response Protocol Standard Reunification Method

IN AN EMERGENCY TAKE ACTION



HOLD! In your room or area. Clear the halls.

OCCUPANTS

Clear the hallways and remain in room or area until the "All Clear" is announced
Do business as usual

STAFF

Close and lock door
Account for occupants and staff
Do business as usual



SECURE! Get inside. Lock outside doors.

OCCUPANTS

Return inside
Do business as usual

STAFF

Bring everyone indoors
Lock outside doors
Increase situational awareness
Account for occupants and staff
Do business as usual



LOCKDOWN! Locks, lights, out of sight.

OCCUPANTS

Move away from sight
Maintain silence
Do not open the door
Prepare to evade or defend

STAFF

Lock interior doors
Turn out the lights
Move away from sight
Do not open the door
Maintain silence
Account for occupants and staff
Prepare to evade or defend



EVACUATE! (A location may be specified)

OCCUPANTS

Evacuate to specified location
Bring your phone
Instructions may be provided about retaining or leaving belongings

STAFF

Lead evacuation to specified location
Account for occupants and staff
Notify if missing, extra or injured people



SHELTER! Hazard and safety strategy.

OCCUPANTS

Use appropriate safety strategy for the hazard

STAFF

Lead safety strategy
Account for occupants and staff
Notify if missing, extra or injured people

Hazard	Safety Strategy
Tornado	Evacuate to shelter area
Hazmat	Seal the room
Earthquake	Drop, cover and hold
Tsunami	Get to high ground

“Making” vs. “Posing” A Threat

Distinguishing Types of Threats



Understanding “Making” vs. “Posing” a Threat

CATEGORY	<i>MAKING</i> A THREAT	<i>POSING</i> A THREAT
Nature / History	Words – Anger outbursts, impulsive comments	Past incidents of aggression or violence
Intent / Behavioral Steps	Often absent or unclear – No desire or steps to cause harm	Surveillance, rehearsals, capability-building
Planning Indicators	None – No research, tools, preparation	Researching, preparing, gathering “tools”
Underlying Causes/ Targeting	Stress, conflict, attention seeking	Identifying a person or location for harm (“ Targeted ”)

Key Stages: “Pathway to Violence”



1. Grievance



2. Violent
Ideation



3. Research
and Planning



4.
Preparation



5.
Breaching/
Probing



6. Attack

Escalation & De-escalation



K-12 Safety/Security Trends



School Violence



Cybersecurity



Hoax Calls & Swatting



Mental Health

Fast Facts

- **88%** of school attackers were insiders (current or former students)
- **94%** of school attackers leaked their plans ahead of time
- Cybersecurity incidents, to include malware attacks, are on the rise
- Mental Health factors into the majority of all school incidents

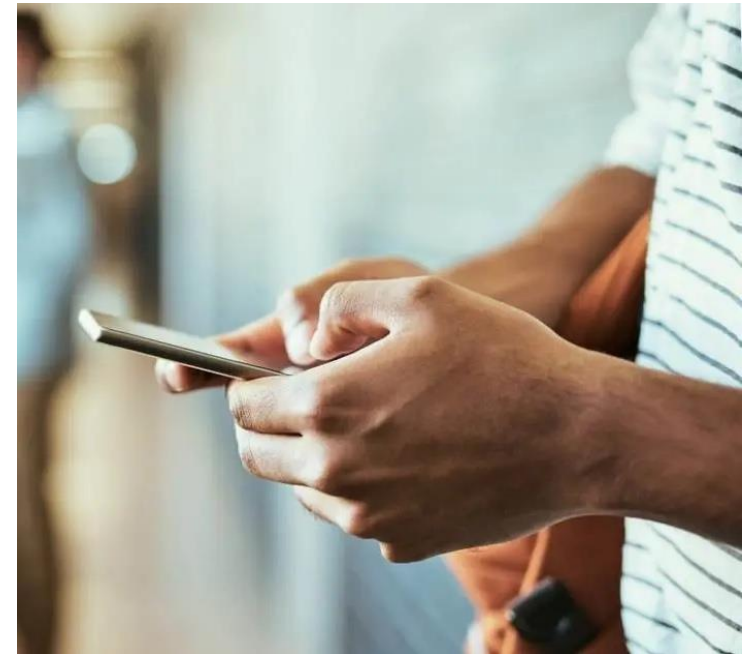
Key Findings in School Attacks & Averted Attacks

Threat Assessment is Best Practice for Prevention

(Targeted School Violence and more)

- **100%** of attackers exhibited concerning behaviors prior to an attack
- **94%** displayed concerning behaviors at school
- **89%** shared concerning communications
- **49%** posted publicly about distress or violent ideation

Key Insight: “Leakage” of intent is one of the strongest opportunities for prevention *(NTAC)*



U.S. Secret Service – NTAC Findings

Consistent Insights Across Schools & Public Spaces

- *Targeted violence follows **detectable behavioral patterns** before an incident—allowing for early intervention*
- NTAC studies show **similar warning signs across environments** (schools, churches, workplaces, public spaces)
- **Behavioral Threat Assessment & Management (BTAM)** is a foundational best practice across organizations





Community, Conversation & Connection Matter

- Warning signs are rarely hidden
- **Community usually notices first** (peers, classmates, families, teachers, parishioners)
- **Conversation creates prevention**
- **Reporting activates care and support** (or management and mitigation when needed)
- You report — teams assess and manage
- **Safety is a shared responsibility**



Nikolas Cruz (MSD) Who Knew?

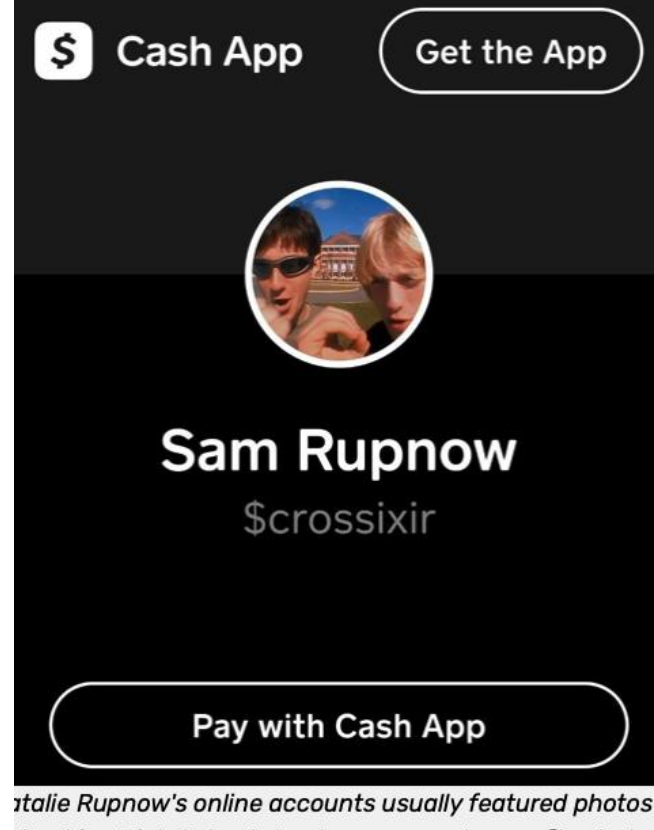
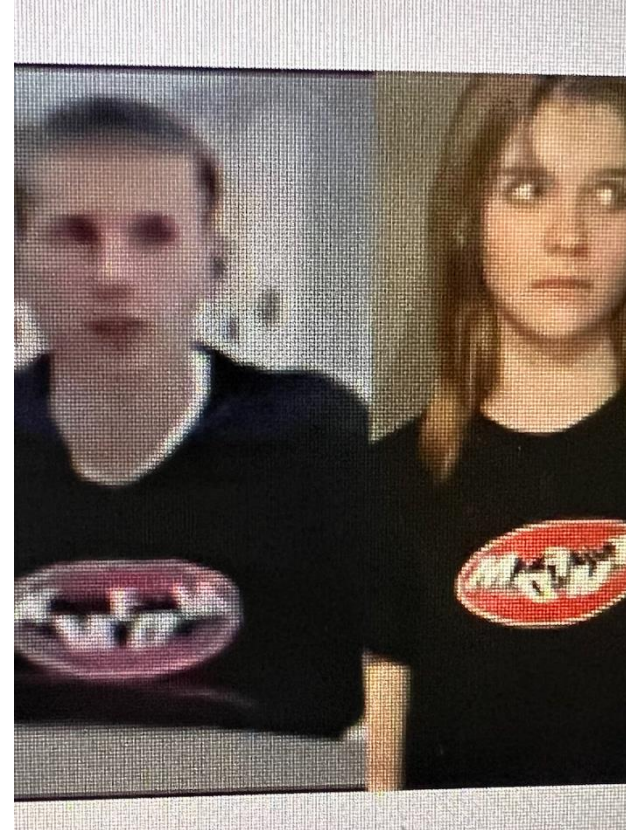
School Community and Stakeholders who “*knew or suspected*” held a “*piece of the puzzle*” that Nikolas Cruz was on pathway to violence:

- Fellow students
- Teachers
- Administrators
- Counselors
- Bank employee
- Neighbors
- Friends
- Social media followers
- Law enforcement
- His *mother*....



The Root of Much Evil





Clues & Red Flags

Natalie (“Samantha”) Rupnow

Abundant Life School – Madison, WI

December 16, 2024

Post-Incident Information from Anonymous Student

Post-Incident Insights (Student Perspective)

- “The incident was over almost as fast as it began...”
- Students initially thought the lockdown was a **drill**

Background & Environment

- Recent transfer to Abundant Life School
- Active online presence; many online relationships
- Family stressors (divorced parents)

Behavioral Indicators

- Posted online shortly before the attack
- Obsession with mass violence, suicide, and death
- Concerning statements about self-harm after stressors
- Drafts of manifestos shared online

Signals Missed

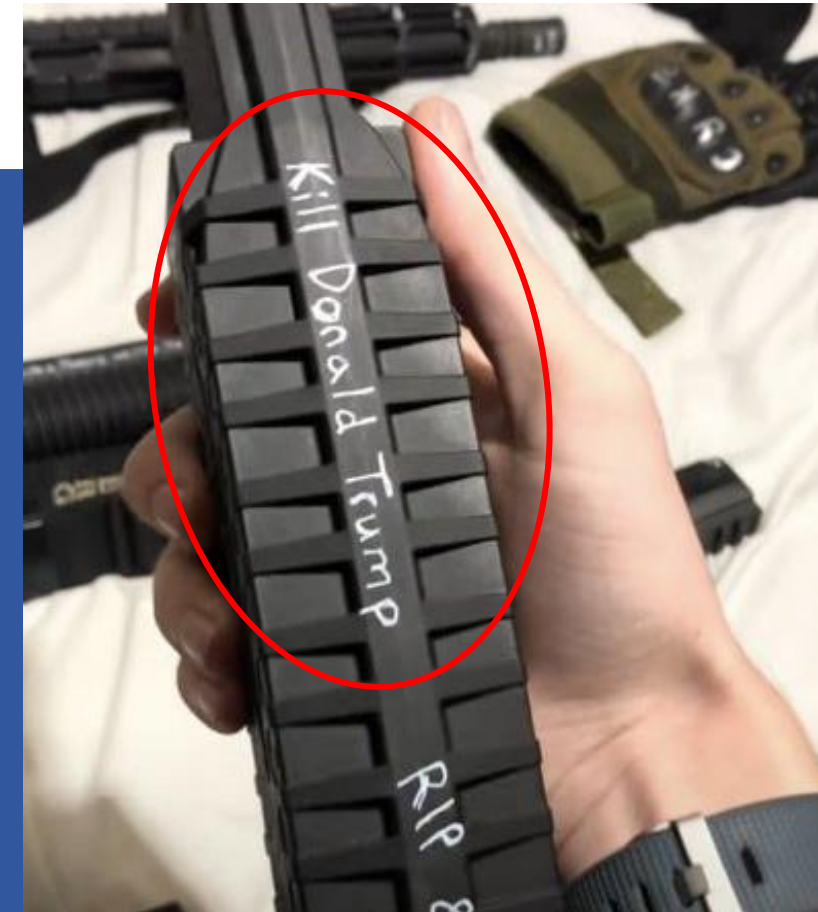
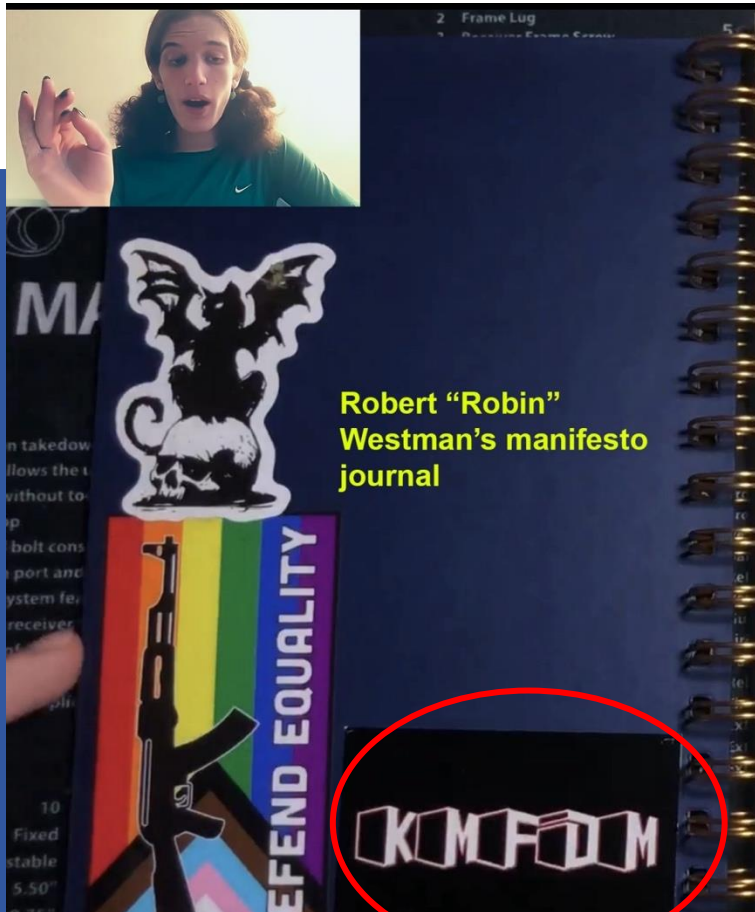
- Symbolic clothing tied to prior attackers (“KMFDM”)
- Known interests and warning signs observed by others
- Peers did not believe the threats would be carried out



Robin (Robert) Westman

Annunciation School – Minneapolis, MN

August 27, 2025





“Security theater” refers to measures that appear protective but have limited effectiveness in stopping a determined attacker or preventing targeted violence.

It persists because fear is powerful.



The term "security theater" refers to the adoption of measures that appear protective but have questionable value in stopping a determined attacker or preventing targeted violence.

Security Theater

Reclaiming school safety from the illusion of protection

By Rick J. Kaufman, APR, Executive Director of Community Relations and Emergency Management for Bloomington Public Schools



Rick Kaufman

School shootings represent the deepest fears of educators, families, and communities. Though statistically rare, they leave a long shadow over the nation's schools and drive an understandable urgency to "do something" in response.

Illusion of Safety

In that urgency, however, many schools are steered toward high-cost security products that offer visible reassurance but limited evidence of preventing a mass-casualty event. This phenomenon — widely referred to as "security theater," a term advanced by Dr. Kenneth Trump of National School Safety and Security Services — continues to influence policy discussions, vendor marketing, and district decision-making across the country.

Security theater refers to the adoption of measures that appear protective but have questionable value in stopping a determined attacker or preventing targeted violence.

Cameras, door sensors, access control systems, and related technologies are not inherently ineffective. Many of these tools serve important day-to-day safety and operational functions. The challenge arises when they are marketed and purchased as stand-alone solutions to school shootings. After a high-profile tragedy, vendors know school leaders face enormous external pressure to demonstrate immediate action. This creates a market dynamic where perceived safety often outweighs measurable impact, and where multi-million-dollar investments in hardware eclipse investments in the human-centered practices that actually disrupt pathways to violence.

A Market in Question

The scope of school security spending continues to expand as new technologies enter the market, including AI-based weapons detection systems. Recent analyses estimate the U.S. school security technology sector at



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Manage Safety & Security Based on *Evidence* and Not *Emotions (Fear)*

A magnifying glass is positioned over a white evidence bag label. The label has the word 'EVIDENCE' printed in large, bold, black letters at the top. Below it, there is a line of text that reads 'DO NOT USE THIS BAG WITH EVIDENCE THAT IS WILL'. Further down, there are several lines of text with blank spaces for information: 'ing Agent: _____', 'Item #: _____', 'tion of Enclosed Evidence: _____', 'on of Offense: _____', 'ill Name: _____', and 'll Name: _____'. At the bottom of the label, there are fields for 'Date Sealed: _____' and 'Phone #: _____'. The magnifying glass handle is on the left, and the lens is on the right, focusing on the 'EVIDENCE' text.

EMOTION

Instinctive or intuitive feeling as distinguished from reasoning and knowledge.

EVIDENCE

The available body of facts or information indicating whether a belief or proposition is true or valid.

EVIDENCE-BASED

A **systematic approach** to risk management that integrates:

- Best available **research/ assessed evidence**
- A security practitioner's **expertise**
- Client's values and **unique circumstances/ requirements**

Enables informed, effective decisions for safety, security, and policy



CHIRP-360 Reporting Works

Examples of Success

- Parking lot & entrance safety concerns
- Hit-and-run incident
- Theft from school cafeteria
- Inappropriate conduct toward women and youth
- Recovered bullet casing
- Suspicious vehicles (*registered sex offender*)
- Staff misconduct and boundary violations (*teacher engaged in “Grooming” & criminal conduct*)
- Individual making threats to self and a university campus

And every one of these...

happened in Christian faith-based schools or churches

#1 Way to Keep Your Community Protected Intelligence Through Reporting & Risk Assessment

“Real Prevention” begins with voices that protect

Behavioral Threat Assessment & Management (BTAM)

- Anonymous-capable reporting
- Identify → Assess → Manage threats
- Intervene before incidents occur

As Christian leaders,
we are entrusted with more than faith and academics—
we are stewards of hearts, minds, and safety





**Safety & Security is
Everyone's
Responsibility**

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360

Security Services

INVESTIGATIONS | CYBERSECURITY | RISK MANAGEMENT

**Saint Ambrose
CHIRP-360
Reporting Link**



REPORT A CONCERN

Everyone has a role in helping keep Saint Ambrose Catholic Community the safest environment for all.

Report any concern or issue here:



Thank You

