

April 16, 2024

# **Critical Incident Review (CIR): Active Shooter at Robb Elementary School in Uvalde, TX**

*Minnesota Disaster Behavioral Health Conference  
Minneapolis, MN*



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Community Oriented Policing Services  
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# Dedication

*We dedicate our work to those who lost their lives on May 24, 2022, as well as the surviving victims, family members, and all others deeply and forever affected by this tragedy.*



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# Speakers

## **Nazmia E.A. Comrie**

Sociologist (Policing Assistance and Reform)

Office of Community Oriented Policing Services, U.S. Department of Justice

# About the COPS Office

**The COPS Office supports state, local, tribal, and territorial law enforcement in four critical ways:**



- **CIR Background, Methodology, and Report Scope/Structure**
- **CIR Team Analysis**
- **Implementation Assistance**
- **Closing Remarks/Q&A**

## Critical Incident Review Active Shooter at Robb Elementary School





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# **CIR BACKGROUND, METHODOLOGY, & REPORT SCOPE/STRUCTURE**

## CIR Initiation

Request by  
Former Uvalde  
Leadership

Agreement by  
DOJ to Conduct  
the Critical  
Incident Review

CIR Led by the  
COPS Office  
with a Support  
Team of SMEs

## CIR Goals

Provide an authoritative  
accounting of law  
enforcement response

Identify lessons learned for  
the field

Help honor the victims and  
survivors

# CIR Methodology

A multi-pronged methodology enables CIR to gather, analyze and document information to build an accurate picture of the incident

**14,000 Data /  
Documentation**

**9 Visits / 54  
Days**

**Methodology**

**263 Interviews**

**5 Training  
Observations**





# CIR Report Scope/Structure

The CIR Report is organized in specific areas of focus with observations and recommendations for each.

Incident Timeline Reconstruction

Tactics & Equipment

Leadership, Incident Command, & Coordination

Post-Incident Response & Investigation

Public Communications During & Following the Crisis

Trauma & Support Services

School Safety & Security

Pre-Incident Planning & Preparation

**147 Observations**

**273  
Recommendations**



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# CIR TEAM ANALYSIS



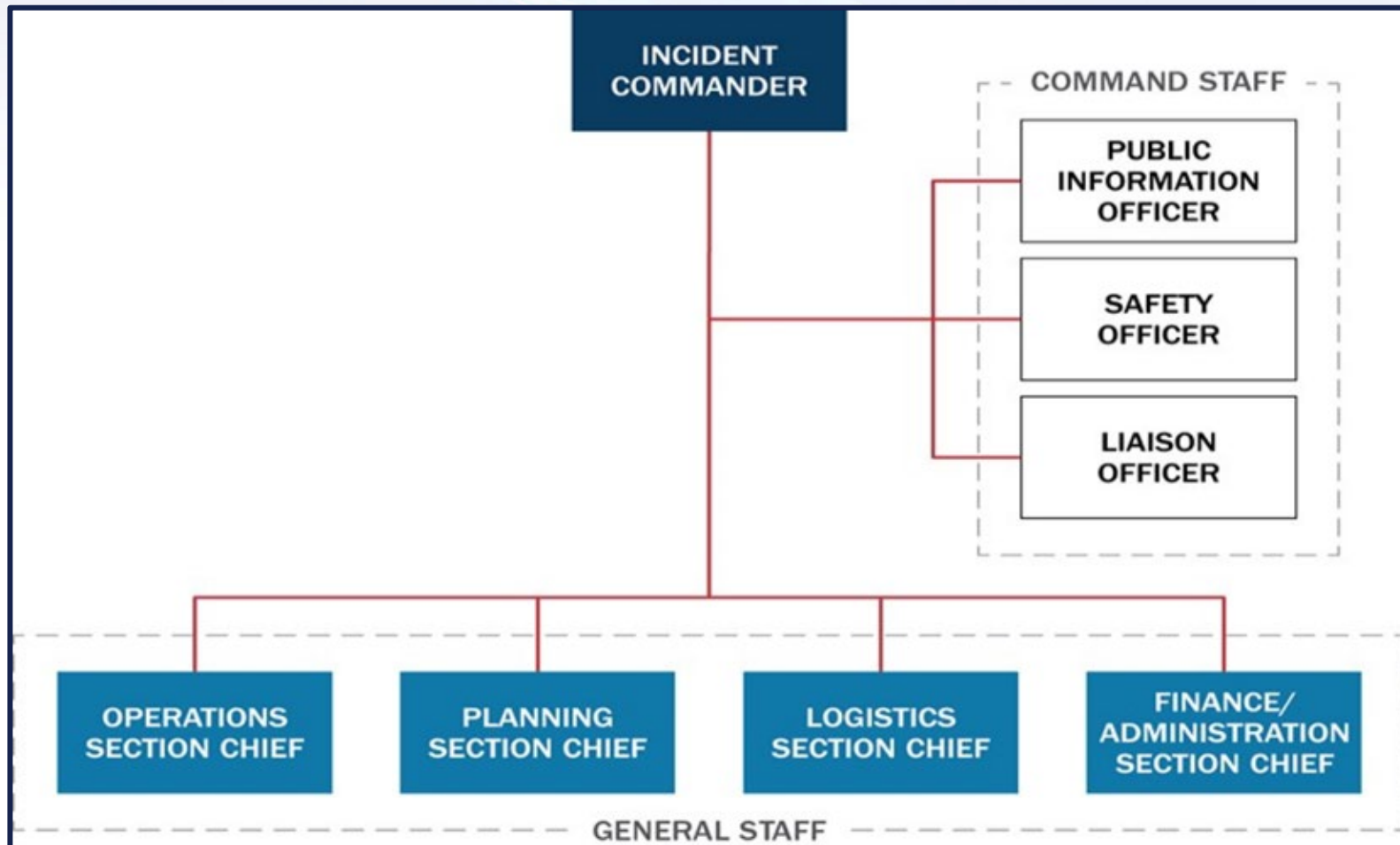
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# CIR Team Analysis

CIR Team identified several critical failures and other breakdowns prior to, during, and after the Robb Elementary School response

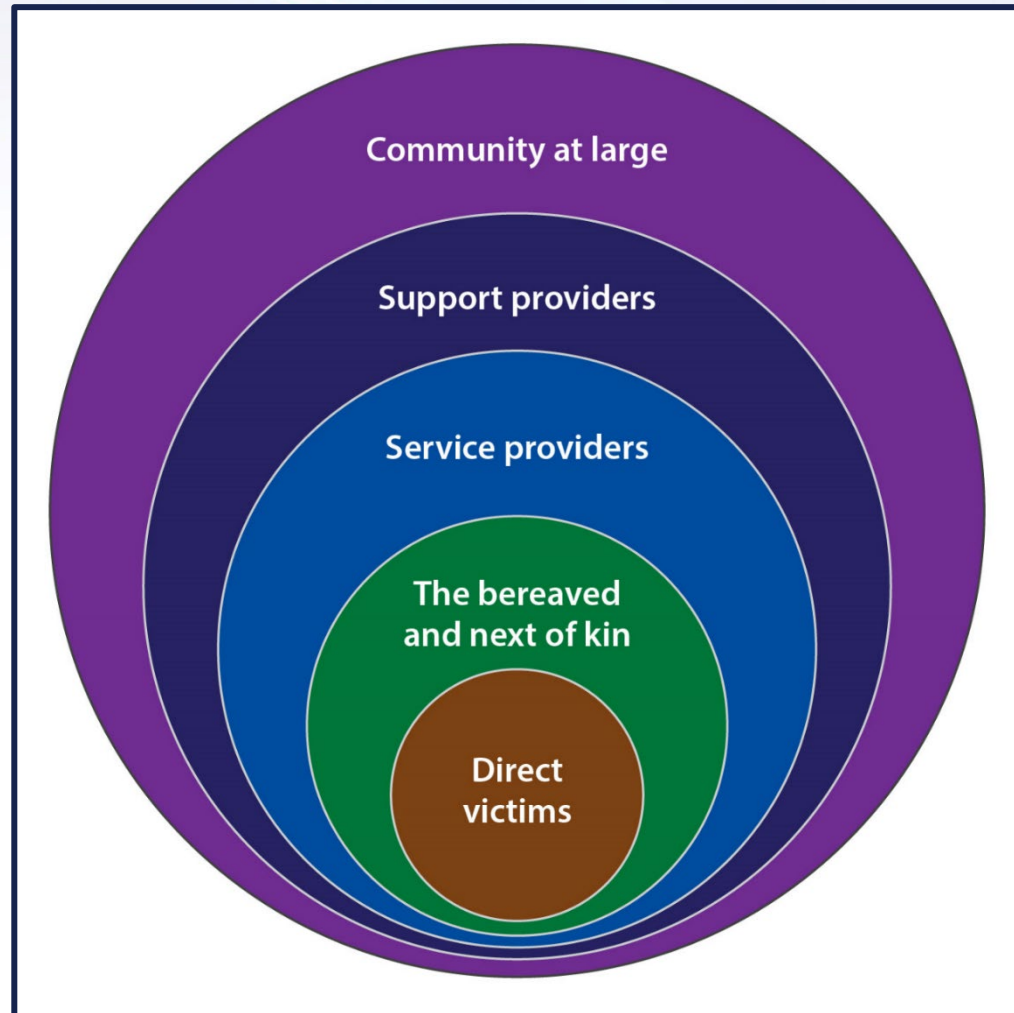
# CIR Team Analysis

Multiple failures including the inability to establish an incident command structure providing timely direction, control and coordination to responders.



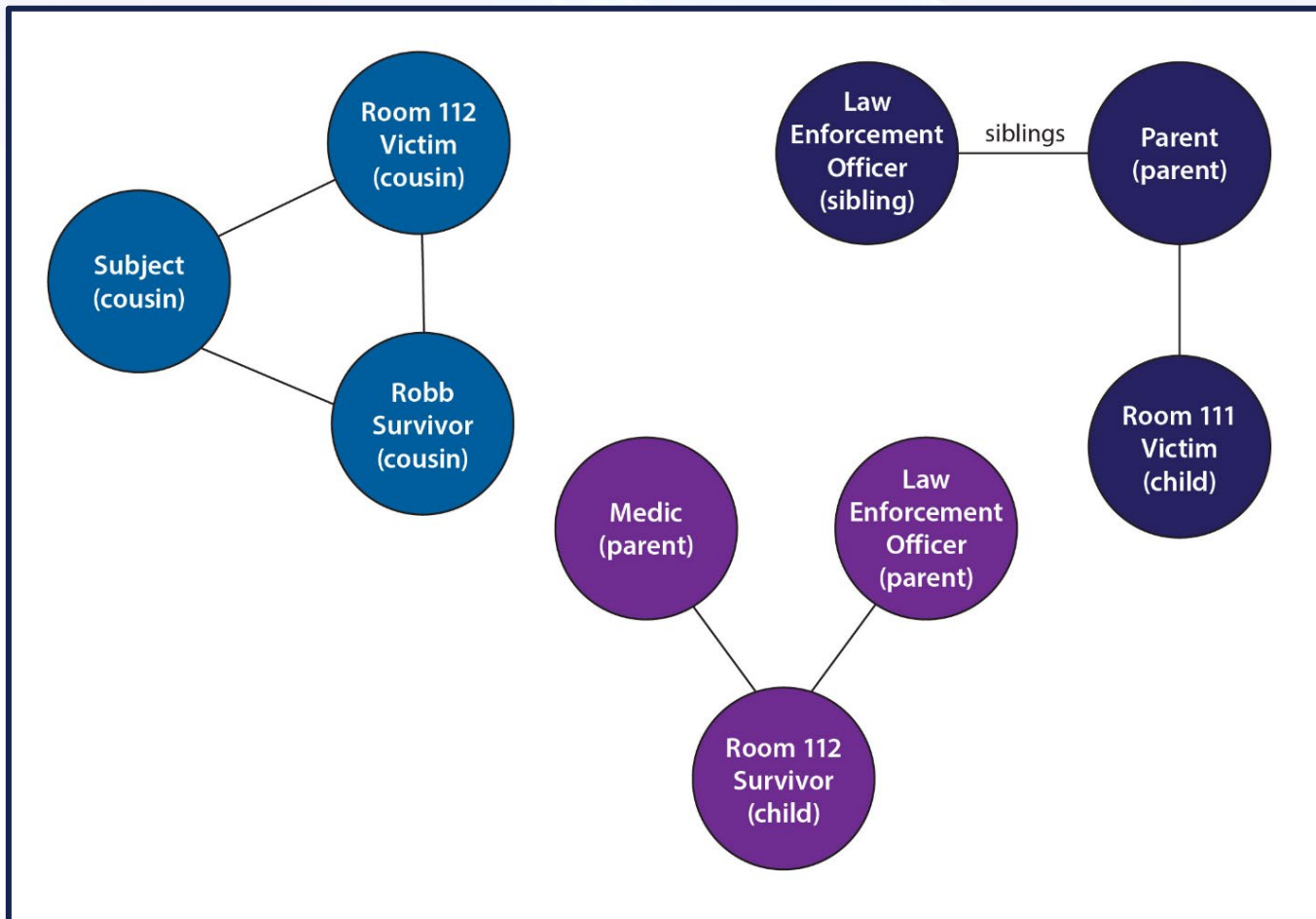
# CIR Team Analysis

The “spheres of influence” model categorizes survivors into groups defined by their exposure level to the incident with exposure being the critical indicator for potential negative impacts.



# CIR Team Analysis

Uvalde residents have several layers of social and psychological complexity that influence recovery including being intricately intertwined by relationships and associations leaving almost no one without the experience of shared trauma.

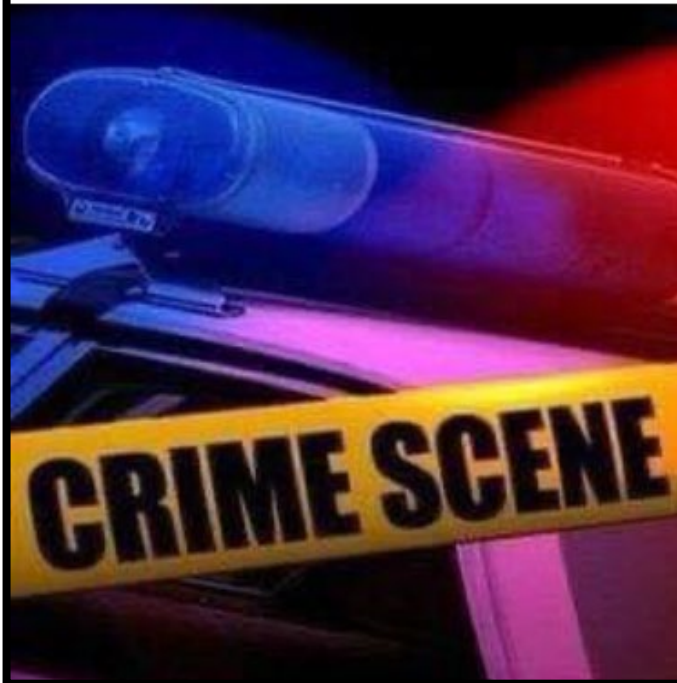


**Communication challenges continued throughout the incident response and in the aftermath of the tragedy with inaccurate and incomplete information reported to victims, families and community members.**

🚔 ACTIVE POLICE SCENE 🚔

⚠️ AVOID THE AREA ⚠️

Large Police presence at Robb Elementary 715 Old Carrizo St. We ask the public to avoid the area.  
Uvalde CISD  
City of Uvalde



**Uvalde CISD Police Department**

May 24 at 1:06 PM · 🌐

All campuses are under a Lockdown Status

Uvalde CIDS Parents:

Please know at this time all campuses are under a Lockdown Status due to gun shots in the area. The students and staff are safe in the buildings. The buildings are secure in a Lockdown Status. Your cooperation is needed at this time by not visiting the campus. As soon as the Lockdown Status is lifted you will be notified.

Thank you for your cooperation!

Anne Marie Espinoza

Executive Director of Communications and Marketing

Uvalde CISD



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# TRAUMA & SUPPORT SERVICES





# Trauma & Support Services

**The health, safety and security of victims is paramount to minimizing trauma and supporting victims through to recovery.**

Officials should ensure all victims of a mass violence incident are screened medically and assessed for mental health concerns soon after evacuation and no later than 24-48 hours post-incident. (Rec 2.1)

In the weeks and months following an incident, victims and family members should receive follow-up or continued monitoring to ensure they are receiving the necessary mental health care and other services. (Rec 2.2)

Victim advocates should be assigned to communicate with and assist families. Each family member of a deceased person and each injured victim should be assigned a victim advocate who works with that family/victim consistently throughout the treatment and recovery period, having frequent communications to ensure the family/victim is aware of and able to access needed services and supports. (Rec 9.4)



# Trauma & Support Services

**A trauma-informed, culturally sensitive approach should be applied to the victims, survivors, and impacted community members, as well as responders and their families.**

Local officials engaging in trauma and death notifications should consult national resources and ensure best practices are followed when providing these notifications... (Rec 11.1)

Leaders from responder agencies need to provide services to all personnel involved in a mass casualty incident... (Rec 14.5)

As part of disaster preparedness planning, communities—including law enforcement—need to plan for the aftermath of a critical incident... (Rec 16.3)



# Trauma & Support Services

**A Family & Friends Assistance Center (FFAC) is designed to be a safe place for victims, family members, and responders to come together for information, resources, and support.**

A family assistance center should be established within 24 hours of an incident with a security plan that includes external law enforcement presence and a process for internal vetting of providers and those seeking services. (Rec 18.1)

The definition of responders should be expanded, consistent with generally accepted practices, to include disciplines other than law enforcement, fire, and rescue staff, such as dispatchers, EMTs, health care providers, ambulance drivers, behavioral health providers, and faith-based leaders... (Rec 31.2)



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# PRE-INCIDENT PLANNING & PREPARATION

# Pre-Incident Planning & Preparation

**Pre-incident planning and preparation enables coordinated regional response leading to more successful outcomes.**

Every agency must have a clear and concise policy on responding to active attacker situations. (Rec 1.1)

Agencies should regularly review after-action reviews with other regional agencies to plan as a region for a coordinated and collaborative response to possible similar events. (Rec 1.2)

Agencies should consider obtaining state- or national-level accreditation to adopt and maintain standardized policies and procedures... (Rec 1.3)



# Pre-Incident Planning & Preparation

**Multi-Agency Coordination (MAC) Groups established with governmental and non-governmental entities enable a unified approach to incident response.**

Regional public safety partners should plan, train, and exercise unified command for complex incidents... (Rec 2.9)

Elected officials should establish a Multi-Agency Coordination (MAC) Group to provide policy guidance to incident personnel and support resource prioritization and allocation... MAC Groups enable decision-making among senior officials and executives, and delegate command authority to the incident commander to cooperatively define the response and recovery mission and strategic direction... (Rec 2.11)



# Pre-Incident Planning & Preparation

**Multiagency response success is enabled by a foundation of crisis communication planning, training, drills and exercises that build camaraderie.**

Interagency training, drills, and exercises help to build relationships at the front-line officer level and, if attended by law enforcement supervisors, can further strengthen relationships and the efficacy of a multiagency response to a mass casualty incident... (Rec 8.1)

Each PIO should draft a crisis communication plan and practice it at least four times a year with smaller events... (Rec 12.2)

[cops.usdoj.gov/uvalde](https://cops.usdoj.gov/uvalde)



**Critical Incident Review:  
Active Shooter at  
Robb Elementary School**

English

Spanish

**Critical Incident Review:  
Active Shooter at Robb Elementary School**

SCHOOL SHOOTING





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# IMPLEMENTATION ASSISTANCE



# Implementation Assistance

**The Federal Government provides free training and technical assistance to law enforcement organizations around the country.**

**Office of Community  
Oriented Policing Services  
(COPS Office/DOJ)**

- Funding
- Technical Assistance
- Training

**Bureau of Justice  
Assistance (BJA/DOJ)**

- Funding
- Technical Assistance
- Training

**Office for Victims of  
Crime (OVC/DOJ)**

- Funding
- Technical Assistance

**Readiness and Emergency  
Management for School  
(REMS/ED)**

- Technical Assistance

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OFFICE**

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CRI

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# Q&A

To contact the COPS Office and the CIR team, please reach out to  
[Nazmia.Comrie@usdoj.gov](mailto:Nazmia.Comrie@usdoj.gov).