



MEMO - After Action Review

TO: Daniel Gallager, Superintendent
 FROM: Dr. Cyndy Mika, Assistant Superintendent
 CC: Ross Roberts, Deputy Superintendent
 DATE: December 6, 2021

RE: After Action Review of LEHS November 19, 2021 Incident

An After Action Review (AAR) was conducted on December 1, 2021 regarding the LEHS Incident on November 19, 2021. The AAR was conducted at Zellars Center for Learning and Leadership beginning at 5:30 PM. The AAR was facilitated by Ross Roberts, Deputy Superintendent. The following participated in the AAR:

District	LEISD Board of Trustees	Town of Little Elm
Ross Roberts	Dan Blackwood	Chief Rodney Harrison
Clint Miller	David Montemayor	Sophie Gracia
Daniel Gallagher	Dr Monique Thompson	Brad Wilcox



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Dr. Cyndy Mika		Travis Calendine
Dr. Libby Priddy		Joe Florentino
Dr. Ashley Glover		Jeremy Wilson
Alfred Gaches		
Toni Nelson		
Denise Jensen		
Danny Cogdell		
Cecelia Jones		
JW Barrett (Goldstar)		

Ross Roberts reviewed the following timeline of events with the AAR Committee:

- Thursday, November, 18
 - 4-5 PM Officer Pham contacted Dr. Priddy about the potential walk out by students on Friday (social media post)
 - 5:00 - 5:40 PM Dr. Priddy sent an email to Ross and Cecelia
 - 5:45 PM Ross updated Daniel
 - 5:45 - 6:15 PM Daniel updated the board about potential walk out
 - 6:30 PM Ross reviewed steps to handle walkout with Dr. Priddy



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- Friday, November, 19
 - 8:10 AM - Ross arrived at the high school in the AM
 - 8:15-8:30 AM - Interviewed both SROs
 - 7:00 to 8:00 AM - Both the boy and the girl involved in the October incident went to campus administrators separately concerned about the allegations on the social media post
 - 8:40 AM - Dr. Muhammad reviewed his results from his investigation with Ross
 - 7-8 AM - Dr. Priddy emailed her staff in the morning about handling the possible walkout
 - 8:00 to 8:30 AM - Dr. Priddy made an announcement to the entire school about the potential walkout
 - 10:20 AM- A group of students arrived at Dr. Muhammad's office to protest the investigation and the handling of the incident that happened in October
 - 10:25 AM - Police called for additional support
 - 10:46 AM- While Little Elm Police officers were escorting students to the front office, a group of students followed them to the SRO's office
 - 10:50 AM- Zellars team arrives for additional support
 - 10:53 AM - District administration, Chief Harrison, and Asst. Town Manager Florentino develop a plan to ensure student safety
 - 11:00 AM - Students protesters were disbursed and all other students remained in their classrooms
 - 11:05 AM - Plan for lunch was implemented
 - 11:15 AM - Implemented plan for parents to pick up their children



- 2:55 PM - Orderly dismissal procedures were implemented
- Monday, November 29
 - 7:20 AM - Three additional SROS (5 total on site)
 - 7:20 AM - Additional Administration support
 - 9:00 to 11:00 AM - Group of about 50 students walked out of the building to protest
 - 9:00 to 11:00 AM - Students were able to voice their concerns
 - 11:00 to 2:55 AM - Students then went into the main hall and had a “sit in” for the remainder of the day
 - 4:00 to 5:00 PM - Dr. Priddy sends an email to parents letting them know students are expected to attend class and if they are unauthorized to be out of their classroom then they will receive discipline consequences per the LEISD Student Code of Conduct

Following the presentation of the timeline a discussion was held. The following summarizes the discussion which ensued:

1. What did the district think was supposed to happen?
 - a. On November 18th, we received a screenshot from an unknown student’s social media stating that there was going to be a peaceful protest for the following day. The screenshot stated that the protest was supposed to be a walkout but might move back inside during the 4th period in front of an administrator’s office. The students were going to protest an accusation of a possible sexual assault that took place a month prior to the protest.
 - b. Campus and district personnel prepared for a walkout



- c. On November 19, Mr. Roberts arrived at LEHS in
 - i. Met with campus leadership, the School Resource Officers (SROs) to determine if there was any chatter amongst students regarding the walkout - none was forthcoming.
 - ii. Met with Dr. Muhammad to review the investigation of the alleged sexual assault specified in the flyer calling for the walkout
- d. Dr. Priddy emailed staff at 8:59 AM about the planned walkout and instructions for what to do if students walk out of class.

Hey Lobos,

Several of you have reached out to let me know of the walkout rumor. Please know that we have investigated the social media post that is fueling the student discontent.

The post is a misrepresentation of a situation that was thoroughly investigated by police and campus administration several weeks ago.

What do you do if students walk out of your classroom?

1. You can keep teaching and carry on with your lesson as planned.
2. Please do not take a confrontational stance with any student who makes the choice to walk out of your room.
3. Please send me and our administrative team a list of any student who walks out of your room without permission.

Thank you for all you do.

We've got this!

Dr. Priddy

- e. Available campus staff lined the main hall downstairs prior to the specified time for the walkout to safely guide students out the west side of the building



- f. SRO Hollifield arranged for an additional SRO, Sophie Gracie, to be staged in the parking lot to facilitate the walkout and ensure student safety.
2. What actually happened during the incident?
 - a. Students left classrooms to participate in the protest. Students did not walk out for the protest, but remained in the building. Students did not move downstairs, but instead congregated upstairs outside Dr. Muhammad's office.
 - b. SRO Hollifield called for additional officers to support LEHS as a precaution. Staged on site.
 - c. Dr. Priddy arrived at Dr. Muhammad's office to find a teacher, Ms. Loomis, and an instructional aide, Mr. White, standing outside Dr. Muhammad's door keeping students from gaining entry.
 - d. Dr. Priddy notified Ross Roberts at approximately 10:30 AM about the protest turning violent. Ross Roberts, Clint Miller, and Daniel Gallagher enroute to LEHS.
 - e. Many students during the demonstration began to behave in a manner which caused a major disruption by gathering in a massive crowd in a hallway, kicking and hitting windows and doors, chanting vulgarity towards the administration and police, throwing water bottles, allegedly throwing a trash can, cursing towards staff members.
 - f. SRO Hollifield called for additional officers to support the HS.
 - g. Mr. Gallagher notified Dr. Cyndy Mika and requested assistance at the HS for a possible riot. Central office support staff mobilized to LEHS at approximately 10:55 AM.



- h. Two students were arrested upstairs by LEPD for assaulting police officers. As the two students were being walked downstairs and out of the building, one particular student charged the police. LEPD attempted to dissuade the student and were not successful. LEPD pepper sprayed the student charging the officer attempting to walk out the arrested student. The student continued to charge the police, was tased, and then arrested. Following the student being tased, a female student spit on a police officer and was detained and arrested. In total, four students were arrested for assaulting police or interfering in the arrest of students.
- i. LEPD took control of the situation and led the response. Students involved in the protest were separated and moved to the east and west doors and forced outside in order for LEPD to regain control of the building.
- j. Emergency Responders arrived on campus and declared a “mass casualty” in order to gain additional resources and EMS on site to support and transport.
- k. Nurse’s office had approximately 30 students requesting assistance. RN Nelson called for support from EMS on site.
- l. A female student in the hall was assisted by RN Nelson and EMS.
- m. Additional EMS were called for support.
- n. Nurse’s office was declared a triage center by the Emergency Response Supervisor.
- o. Two students were transferred to local area hospitals for medical needs.



- p. Students controlled the doors and let parents and students back into the building without permission.
- q. LEPD called for a lock out and for students to remain in their classrooms for the remainder of the day.
- r. Central Office staff supported the HS staff in reunification with parents from the main front doors. Students were escorted one at a time from their classroom and reunified with their parent(s)/guardian.
- s. Media began calling for statements at 11 AM and set up camera crews on site by the flagpole.
- t. The following communication was sent:
 - i. To the District at 11:27 AM

Dear Lobo FamiLE;

Little Elm ISD is aware of police activity at Little Elm High School. Some students, who were participating in a planned student demonstration, caused a disruption at the school. Administrators, School Resource Police Officers, and Little Elm Police quickly responded to calm things down. Thank you for the quick response of our SROs and LEPD to help us in this situation.

- ii. To the District at 12:49

Dear Lobo FamiLE;

This morning, students at Little Elm HS had planned a student demonstration inside the campus that caused some students to behave in a way that caused a major disruption. Four juvenile students were arrested for assaulting Little Elm Police officers. Officials from Little Elm ISD and Little Elm Police Department worked together to secure the scene to ensure the safety of everyone at the campus.

The demonstration was a result of a social media post the day before that contained inaccurate information regarding an incident that happened a month ago.



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At this time, everything is calm at the high school and we are resuming the school day.

iii. To LEHS parents and Students at 5:19 PM

Dear LEHS Parents and Students,

I am writing you to provide more information on the student disruption that happened at our campus today. During 4th period, several students chose to leave class to stage a walk-out that was supposed to happen outside of the school. But instead, they created a disruption by obstructing hallways that jeopardized the safety of our students. Four students were arrested after assaulting Little Elm Police officers. Unfortunately, some of our students chose to curse, spit on, and push police officers. Additionally, students failed to comply with officers' directives.

To ensure the safety of the 2,500 students inside our building, we chose to keep them in their 4th-period class until the end of the day.

Today's demonstration was caused by a social media post containing inaccurate information regarding an alleged sexual harassment/assault. Little Elm ISD treats any allegation seriously while working closely with local law enforcement to thoroughly investigate any complaints of this nature.

Parents, I want to thank you for your patience and understanding while we worked through this difficult situation.

Once things returned to normal, it was reassuring to see how the vast majority of our students treated staff members and each other with respect. I am thankful to each of them for showing empathy toward others on a difficult day.

Please know that students who participated and contributed to the disruption will be dealt with according to the Student Code of Conduct.

We will have additional officers and support on campus when we return from Thanksgiving break. It is my hope that on Monday, November 29, we can continue to focus on the great things our students are doing here at Little Elm High School and finish our first semester on a positive note.

Dr. Elizabeth Priddy

Principal for Little Elm High School



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The following recommendations were made by the AAR Committee:

Recommendation	Person Responsible
<p>LEISD needs to have a Crisis Management Structure equal across any major event in order to have control of the situation. To include, but not limited to:</p> <ol style="list-style-type: none">1. Phone Tree to mobilize central office staff2. Announcement to staff to follow xxx protocol in the green binder3. Procedure to link up LEISD and Emergency Responders to stabilize communication and shared decisions.4. Determine location for emergency command center at each location in district and who is a member of the emergency command center<ol style="list-style-type: none">a. Who responds on site and who reports to emergency command centerb. When emergency command center is established at site of incident, who takes control of situation for district and who reports to the command center5. Protocol for radio use<ol style="list-style-type: none">a. Radio silenceb. Call signs (not Toni to Ross but Nurse to Deputy Superintendent)	Ross Roberts and Clint Miller



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Develop Protest/Major Disturbance Protocol for Green Crisis Binder	Clint Miller
Develop Protest Procedure for Student Code of Conduct and Student Handbook	Clint Miller
Develop a Communication Protocol for credible threats from Social Media <ol style="list-style-type: none"> 1. Determine what triggers communication outbound to parents following determination of credible social media postings <ol style="list-style-type: none"> a. Level of potential threat b. Certainty of event c. Possible trigger words "protest", "walk out", "sit-in" 	Cecelia Jones and Ross Roberts
Communication for major events in which parents will wish to check students out to include the statement "Parents, do not come to the campus. We will notify you where the reunification site will be."	Cecelia Jones
Adjust the current reunification plan for an incident in which students remain on campus. Determine where reunification will occur and how students will be transported to reunification site.	Clint Miller
LEPD secure all entrance and exits to the campus	Chief Harrison
Purchase and implement social media monitoring	Cecelia Jones and Ross Roberts
Develop a plan for standing up counseling services, including virtual counseling services and services during a holiday following a major incident <ul style="list-style-type: none"> • De-escalation of students during 	Denise Jensen



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<p>a major event or protest</p> <ul style="list-style-type: none"> • Services provided to students after a major event • Critical Incident Stress Debriefing provided to staff to prepare them for resuming services • Intentional rebuilding of relationships with students after a major event 	
<p>Training for response to specific major events</p> <ul style="list-style-type: none"> • Roll practice • Procedure Practice 	Clint Miller
<p>Protocol for Communication with Staff</p> <ul style="list-style-type: none"> • Via text • Via email 	Ross Roberts and Cecelia Jones
<p>Investigate whether it is possible to have a certain tone for lockdowns?</p>	Ross Roberts
<p>Statement to community about why the District will not release the video from campus videos</p>	Cecelia Jones
<p>Research and implement a volunteer parent and community patrol group</p>	Clint Miller