

**DIVISION OF YOUTH SERVICES  
INTERNAL AFFAIRS**

**TO:** Kenneth Hales, DYS Director  
Gary Staggs, Chief Investigator  
AJCF

**STATUS:** *Final*

**INVESTIGATOR:**  
Barbara Ausbrooks

**DATE:** 12-20-2005

**SUBJECT:** AWOL

**Incident Summary:**

On 12-09-2005, clients [REDACTED] and [REDACTED] were AWOL from Alexander Juvenile Correctional Facility (AJCF). Internal Affairs did not have an incident report and became aware of the incident when arriving to Central Office on 12-09-2005 at approximately 8:00 a.m. IAU was informed that the two juveniles unlocked the door to the New Dorm, Pod #1. The juveniles then placed a shower mat over the razor wire at the top of the fence to climb over and escape the facility.

**Summary of Investigation:**

The following is a summary of the investigation into this incident.

1. On December 9, 2005, at approximately 9:00 a.m., IAU Investigator Barbara Ausbrooks arrived at Alexander Juvenile Correctional Facility concerning the escape of juveniles [REDACTED] and [REDACTED]. Upon meeting with the facility Director Bob McCracken, IAU Investigator Barbara Ausbrooks was informed that the juveniles had unlocked the exit door to the New Dorm and placed a shower mat over the fence to climb over the razor wire. According to Director McCracken, the escape took place at 1:30 a.m. as noted on the surveillance camera. The entire facility was placed on "no movement" status. Mr. McCracken stated that he was notified of the escape at approximately 5:00 a.m. by Security Officer Rawls. Mr. McCracken stated that proper notifications were made concerning the AWOL status of the juveniles and the community alert siren was activated. Mr. McCracken stated that five staff members were placed on administrative leave due to the escape and the resulting awareness of

the lack of staff supervision, falsification of reports, and inaccurate head count and documentation of the unit log book.

2. During an interview with client [REDACTED], a client on New Dorm Pod #1, [REDACTED] stated that he observed clients [REDACTED] and [REDACTED] leave the pod about 1:30 a.m. while Ms. Gray (Life Skills Worker, Linda Gray), slept at the staff desk. [REDACTED] stated that [REDACTED] and [REDACTED] had invited him to escape with them and that the escape had been planned since Monday (December 4, 2005). Client [REDACTED] stated that he declined and stated that he "just wanted to do his time". Client [REDACTED] reported that he woke up about 3:00 a.m. and Ms. Gray remained asleep at the desk.
3. During an interview with New Dorm Treatment Supervisor Tara Shepherd, it was noted that the New Dorm unit was adequately staffed at the time of the incident according to AJCF policy that states there is to be a 12:1 ratio clients to staff. Ms. Shepherd stated that she had met with LSW Linda Gray and that Ms. Gray offered her no explanation for the occurrence of the incident on her assigned pod. Ms. Shepherd stated that Ms. Gray then left the facility without further explanation concerning the escapes. Ms. Shepherd stated that all staff unit keys on the New Dorm were accounted for at this time. Ms. Shepherd stated that Ms. Gray has been placed on administrative leave pending the outcome of the investigation. Ms. Shepherd stated that all local law enforcement had been notified and AWOL notification procedures were followed according to policy.
4. On December 9, 2005, at approximately 10:30 a.m., AJCF was notified that the juveniles had been taken into custody by Independence County Police Department. Bryant Police Department was in route to transport the two juveniles back to Saline County Detention Center. IAU Investigator Ausbrooks confirmed this report by a telephone interview with Bryant Police Chief Gonzales.
5. On December 9, 2005, at approximately 2:00 p.m., IAU Investigator Barbara Ausbrooks met with AJCF Director Bob McCracken, DYS Director Kenneth Hales, and two representatives of the Department of Corrections (James Gibson and John Whaley) to implement a safety plan as a result of the escapes.
6. On December 9, 2005, at approximately 4:00 p.m., IAU Investigator Barbara Ausbrooks arrived at Saline County Detention Center and began by interviewing client [REDACTED]. Client [REDACTED] confirmed that he and Lamberth had escaped at 1:30 a.m. that morning (December 9, 2005). Client [REDACTED] reported that he and [REDACTED] had unlocked the door one week prior to the escape. Client [REDACTED] stated that "we

had planned it out". Client ██████ stated that "we placed a shower mat outside two days ago". Client ██████ reported that "Ms. Gray was at the desk asleep and snoring". Client ██████ stated that this is a usual routine for staff after 10 p.m. except for one staff member, Ms. Glover. Client ██████ stated that they stuck their finger in the unlocked door to keep the alarm from sounding when they left the pod. Client ██████ stated that they took the mat and lifted it over the razor wire to climb the fence. Client ██████ stated that they ran through the woods until they came to a parked empty truck and stole a cell phone out of it to call a girlfriend (██████) to pick them up once they reached Independence County. Client ██████ stated that then they arrived at a church where ██████ went inside and stole keys to a church van. Client ██████ reported that he went inside after about twenty minutes and they took \$140 in cash. Client ██████ stated that they got lost, but finally figured out the way to Cave City which is where they were arrested. Client ██████ denied encouraging any other clients to participate in the escape.

7. IAU Investigator Barbara Ausbrooks then interviewed client ██████ who refused to allow recording of the interview and was uncooperative. Client ██████ did confirm that they escaped the facility at 1:30 a.m. Client ██████ stated that they had planned the escape for a week. Client ██████ stated that he unlocked the door with staff keys from the desk about a week ago. Client ██████ stated that they then returned the keys to the desk. Client ██████ stated that he did not know the staff on duty when he had taken the keys. Client ██████ stated that they placed the shower mat outside a couple of days ago. Client ██████ stated that they left through the unlocked door and used the mat to climb over the razor wire on the fence. Client ██████ stated that when he jumped down from the fence he sprained both of his ankles. (Client ██████ was wearing two walking boots due to the sprained ankles.) Client ██████ stated that the two ran through the woods and then stole a cell phone from a truck. Client ██████ reports that they then found a church and broke into it. Client ██████ stated that they stole a van from the church and made their way to Cave City where they were arrested. Client ██████ complained of pain to his ankles and was requesting pain medication.
8. On December 13, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with Shift Supervisor Leroy Reed. Mr. Reed stated that his position as the shift supervisor includes the duties of "making sure staff is in place and doing what they are supposed to do as far as monitoring the kids" on the units. Mr. Reed stated that he makes rounds going from dorm to dorm on the campus. Mr. Reed stated that on the third shift on the evening of December 8,

2005, he began his rounds at approximately 11:35 p.m. Mr. Reed stated that at each pod he signed in and out on the log and that staff were alert and had updated log books and head counts. Mr. Reed stated that he then went to New Dorm at approximately 12:35 a.m. and stayed for ten to fifteen minutes. Mr. Reed stated that he started on Pod #1 where Ms. Gray was located and that Ms. Gray was awake and alert at that time. Mr. Reed stated that he added an entry to the log book of his visit to the pod and he was on the pod for a couple of minutes and observed that the clients were in the bed on Pod #1. Mr. Reed stated that he then went to Pod #2 and Ms. Powell was on break using the phone in the case manager's office, while the "Rover" Ms. Lee covered the pod. Mr. Reed stated that Lee's job was to provide breaks and fill in for the staff members on the unit; she was the fifth person on the New Dorm that shift. Mr. Reed stated he then went to Pod #3 where McCray was on duty and Pod #4 where Glover was on duty. Mr. Reed stated that all of the staff were alert at the time of his round and had updated the log book and head counts. Mr. Reed stated he did not make any other rounds that shift. Mr. Reed stated that he did not think it was his job to check doors on the unit or perform a head count while doing his rounds. Mr. Reed stated he did not have a job description that details the duties of his position and did not go through any training for his current position. Mr. Reed stated that his direct supervisor is the Director, Bob McCracken. Mr. Reed stated that he received a call at approximately 4:30 a.m. informing him that two juveniles were missing from New Dorm Pod #1 from Security Officer Rawls and that he (Reed) covered the control area while Security Officer Rawls went to check out the situation. Mr. Reed stated that Mr. Rawls had been the security officer manning the control area that morning. Mr. Reed stated he received a phone call from Mr. Rawls approximately 5:00 a.m. that he had found the mat over the fence where the juveniles had escaped. Mr. Reed stated that he called Director Bob McCracken at approximately 5:00 a.m. and that Mr. Rawls then spoke with the director and made the mandatory notifications. Mr. Reed stated that he along with Ms. Hall performed a security check of the perimeter and that he returned to the New Dorm with Bryant police. Mr. Reed stated that client [REDACTED] reported to him that the escape had been planned and that he had informed Mr. King on the evening shift and that "Mr. King just went and pushed on the back door". Client [REDACTED] told him that he would have informed Ms. Gray, but she was asleep so he just waited to tell security when they performed their check. Mr. Reed stated that he returned to the Administration building and Mr. McCracken requested that he perform a visual head count of all units at approximately 5:30 a.m. Mr. Reed stated that since the incident occurred he does not believe he sufficiently completed enough rounds that shift, but there is no set number of rounds he is supposed to complete.

9. On December 13, 2005, LAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with Security Officer Tamara Hall. Ms. Hall stated that she was out on the campus grounds giving staff rides to their units and to laundry. Ms. Hall stated that she completed a perimeter check at approximately 12:40 a.m. and that all was secure (Ms. Hall signed the Perimeter Check Sheet stating "Perimeter gates and lock secure" on that shift). Ms. Hall stated that the perimeter round consists of checking the fence locks and gates. Ms. Hall stated she was supposed to perform her head count rounds at 3:00 a.m., but she did not complete them because she was on House of Hope with staff Peterson eating pizza. Ms. Hall stated she began her rounds at approximately 4:30 a.m. and began with New Dorm Pod #1 and that she visually checked the clients at that time. Ms. Hall stated she noticed two beds were empty as she walked through the pod so she then checked the bathroom and the clients were not there. Ms. Hall stated she then addressed the situation with Ms. Gray. Ms. Hall stated that Ms. Gray was not asleep when she came onto the unit, but "she looked like she had been". Ms. Hall stated that she checked the doors and she pushed on the silver handle bar on the back door and it did not open, it appeared to be locked. Ms. Hall stated that the door was locked and there was no other way to get out of the door than with a key. Ms. Hall stated that she "supposed" that security and the unit staff are responsible for making sure the doors are locked. Ms. Hall stated that client [REDACTED] informed them that the boys had left and showed staff how they had left by "sticking his finger in between the latch and pushed it at the same time and the door popped open with no alarm". Ms. Hall stated that the door was not locked and she did not know if she did not push it hard enough when she had checked it earlier or not. Ms. Hall stated that [REDACTED] said he tried to wake Ms. Gray up to tell her, but she did not respond so he just waited until security arrived for their check. Ms. Hall stated that she did a key and radio check in New Dorm at that time and all of them were accounted for on the unit. Ms. Hall stated that she "should have done the security rounds at three" and that she had changed the information on the Client Count/Movement Form since it was incorrect and she did not actually complete the head count. (The form has been altered at 3:00 a.m. on the head count numbers.) Ms. Hall stated that she called all of the unit supervisors, including Tara Shepherd of New Dorm, at approximately 5:00 a.m. that morning. Ms. Hall stated that a lot of the staff sleep at night on the units and that it is not unusual. She stated that some of the staff wake up when they hear security's keys opening the door, but they can tell they were asleep. Ms. Hall stated that she did not report staff sleeping. Ms. Hall stated that "there is usually at least one (staff) asleep when she goes in all of the units". Ms. Hall stated that Shift Supervisor Reed is responsible for making sure the

staff are doing their jobs correctly on the units and was aware that staff sleep on the night shift. Ms. Hall stated that there is not a shift supervisor at all when Mr. Reed is off (usually Friday and Saturday) and that's when most staff are sleeping.

10. On December 13, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with Security Officer John Rawls. Mr. Rawls stated that he was working the control area at the front when the incident occurred. Mr. Rawls stated that he was completing reports and every once in awhile checking the cameras. Mr. Rawls stated that for perimeter checks they are to check all doors on all of the buildings, all gates, all locks, and all lights. Mr. Rawls stated that he probably would have noticed the mat over the fence if he completed the perimeter check correctly, though Ms. Hall was responsible that night (Ms. Hall signed the Perimeter Check Sheet stating "Perimeter gates and lock secure" on that shift). Mr. Rawls stated that a Head Count of clients in each unit is to be completed at 3:00 a.m. and during that time all doors are to be checked on the unit at the same time. When questioned about the escape that occurred, Mr. Rawls stated that at approximately 4:45 a.m. that day Security Officer Hall called him and reported that two clients were missing out of New Dorm Pod #1. Mr. Rawls stated that he called Shift Supervisor Leroy Reed to cover control for him to go down to New Dorm. Mr. Rawls stated he checked the back door first thing upon arriving in New Dorm and it was locked. Mr. Rawls stated that Ms. Gray showed him her keys out of her pocket at that time. Mr. Rawls stated that a client (██████████) stated that he would show them how to get out of the back door. Mr. Rawls then unlocked the dead bolt on the back door and the client (██████████) "stuck his finger in between the latch and sprang it open without the alarm sounding". Mr. Rawls clarified that he did have to unlock the deadbolt on the door first, it was locked. Mr. Rawls stated that he found the mat on the fence where they (██████████ and ██████████) had climbed over. Mr. Rawls stated that he spoke to Director Bob McCracken at approximately 5:08 a.m. Mr. Rawls stated that he was instructed to complete a head count of each unit, contact Bryant Police Department, and sound the siren for ten minutes. Mr. Rawls stated that he sounded the siren at approximately 5:15 a.m. and it was documented in the security log book.
11. On December 14, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with client ██████████. Client ██████████ was on New Dorm Pod #1 at the time of the escape. ██████████ stated that he did not see them leave that night because he was asleep. ██████████ stated that he had seen ██████████ talking a lot over the last two weeks though. ██████████ stated that there were two black mats

right by the door and had been there for awhile. [REDACTED] stated that he woke up at approximately 1:00 a.m. and that "the 10-6 staff (Ms. Gray) was asleep and I looked over at [REDACTED] who was awake sitting up in his bed" and then returned to sleep. [REDACTED] stated that "most" staff do sleep on the night shift except for Powell, Glover, and Scott. [REDACTED] stated that clients [REDACTED] and [REDACTED] were supposed to go with them ([REDACTED] and [REDACTED]).

12. On December 14, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with client [REDACTED]. Client [REDACTED] was on New Dorm Pod #1 at the time of the escape. [REDACTED] stated that he had overheard them ([REDACTED] and [REDACTED]) talking about the door being unlocked. [REDACTED] said that he heard [REDACTED] and [REDACTED] say that he, [REDACTED], had taken the keys and unlocked the door the night before. [REDACTED] stated that he informed staff Mr. King about it the week prior to the escape (probably a Friday or the weekend) and that Mr. King "went back there and checked the door and came back and told me it was locked". [REDACTED] stated that [REDACTED] had tried to escape from JDC at Yell County and he ([REDACTED]) had informed the staff about it then, too. [REDACTED] stated that staff do sleep on the night shift except for Rudley and Glover.
13. On December 14, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with client [REDACTED]. Client [REDACTED] was on New Dorm Pod #1 at the time of the escape. [REDACTED] stated that he was unaware that the AWOL was going to occur and did not wake up that night. [REDACTED] stated that the staff on the night shift do sleep on the job.
14. On December 14, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with client [REDACTED]. Client [REDACTED] was on New Dorm Pod #1 at the time of the escape. [REDACTED] stated that he was not aware that the clients were going to AWOL. [REDACTED] stated that he heard client [REDACTED] had awoken at the time the clients were leaving. [REDACTED] stated that Ms. Gray does sleep on her shift at night, but is not aware of other staff.
15. On December 14, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with client [REDACTED]. Client [REDACTED] was on New Dorm Pod #1 at the time of the escape. [REDACTED] stated that he was unaware of the AWOL at the time or previous to the incident. [REDACTED] stated that he was unaware of staff sleeping during the night shift since he was asleep. IAU received a follow-up report from Case Manager Hunter stating that client [REDACTED] stated that he had lied to IAU during the interview. The report was documented and signed by Client [REDACTED].

[REDACTED] and stated that [REDACTED] had seen [REDACTED] get down off of his bed and try to ask staff if he could go to the bathroom, but staff did not respond to him. [REDACTED] stated that [REDACTED] then signaled the other guy ([REDACTED]) that the staff person was asleep. [REDACTED] stated that he asked the staff for a bathroom break but she did not respond to him. [REDACTED] stated that he did not get out of his bed.

16. On December 14, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with Chief of Security Bobby Hales. Mr. Hales stated that he received a phone call at approximately 6:05 a.m. from Security Officer Rawls that there were two AWOL's from Alexander. Mr. Hales stated that he arrived at the facility around 6:20 a.m. and that Director McCracken instructed him to go to the canteen and deliver breakfast to the dorms. Mr. Hales stated that he then completed a perimeter check since there has not been one since the incident occurred. Mr. Hales stated that the perimeter check includes checking the fence integrity, razor wire, and gate locks (eight). Mr. Hales stated that security staff is to conduct a building check which includes exterior doors. Mr. Hales stated that security officers are supposed to be continuously completing rounds and that security is to perform the rounds at a minimum the beginning of each shift. Mr. Hales stated that the security officer manning the control center should be monitoring the cameras. Mr. Hales stated that these policies for security officers are not in writing and they receive on the job training. Mr. Hales stated that he was not involved in the interviews of the security staff working at the time of the escape. Mr. Hales stated he had asked Shift Supervisor Mr. Reed to check to see if his staff were doing their rounds as required on third shift and stated that Mr. Reed told him they were. Mr. Hales stated that he does perimeter checks but does not log his checks. Mr. Hales stated that he did not do any building checks or check the door on New Dorm that day. Mr. Hales stated that he generally does not do building checks because they are open during the day shift. Mr. Hales stated that Tony Tanner (Property Manager/ Safety Officer) is his direct supervisor. Mr. Hales stated that he does not believe the proper notifications were made by Cornell the morning of the AWOL's since Mr. McCracken was not notified until 35 minutes after the incident was discovered and he (Hales) was not notified until over an hour after the incident had been discovered and that "obviously if we were late getting notified, so was everyone else".
17. On December 14, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with Life Skill Worker Linda Gray. Ms. Gray was assigned to Pod #1 of New Dorm third shift on the night of the escapes. Ms. Gray stated that she mostly sits and observes from her desk on her shift. Ms. Gray stated that



approximately 4:25 a.m. Security informed her two of the clients were missing on her pod. Ms. Gray initially stated that "all I can tell you is that it had to happen at the times I went to the bathroom" and that she "was not asleep". Ms. Gray stated that she did not make her head counts as she should have because her "leg was hurting". Ms. Gray stated that she did falsify the log book from 2:00 a.m. to 4:30 a.m. because she "got nervous" and she did not know what time they ( [REDACTED] and [REDACTED] ) left the pod. Ms. Gray stated that security usually comes in and makes the visual head count at 3:00 a.m., but did not do it that shift. Ms. Gray finally stated that she probably was asleep that night and that usually she does sleep on her shift and so do other staff on New Dorm. Ms. Gray stated that she has never been informed not to sleep on her shift by Supervisor Reed or anyone else. Ms. Gray stated that they have not been instructed to check the doors on the unit and believes that is security's job.

18. On December 14, 2005, IAU Investigator Barbara Ausbrooks along with Jodi Howard conducted an interview with Life Skills Worker Bridget Powell. Ms. Powell was assigned to New Dorm Pod #2 at the time of the incident. Ms. Powell stated she was "in and out of the pod going back and forth to the telephone". Ms. Powell stated that she was notified at 4:35 a.m. by Ms. Gray and Ms. Hall in the hallway that two clients were missing from Pod #1. Ms. Powell stated that one of the kids from Pod #1 that they ( [REDACTED] and [REDACTED] ) had went out the door and had placed a mat over the fence where it was already leaning over (damage from an ice storm). Ms. Powell stated that she was in the office on the phone and was not performing her job duties as she should have that night (Ms. Lee was covering her pod). Ms. Powell then stated that she received a phone call on the evening of December 9, 2005, from Supervisor Tara Shepherd that she was suspended pending investigation of an incident that occurred on her shift Monday night (12/5/05) where she had left her pod for an extended period of time. Ms. Powell stated that she had left her pod and was unaware that the clients had gotten out of their beds or that a client had placed the mat outside. (Reference Surveillance Report #19 below.)
19. On December 19, 2005, IAU Investigator along with Jodi Howard conducted an interview with Life Skill Worker Lavon King. Mr. King stated that he was not present the night of the escapes and he had no prior knowledge of the escapes. Mr. King stated that when he went to get his pay check, Ms. Shepherd said she needed to talk to him. Mr. King stated that Ms. Shepherd told him some of kids were saying that he (King) knew about the door being unlocked and the escape plan prior to the incident. When asked if he (King) had prior knowledge of the door being unlocked and/or the escape of [REDACTED] and [REDACTED], he (King) denied having any information concerning the incident. Mr.

King stated that he does not normally work pod # 1 and he does not remember the exact dates he was assigned to pod #1. Mr. King stated that when he has checked all of the unit doors in the past, they were locked. Mr. King stated that he did find two pairs of shoes which belonged to [REDACTED] and [REDACTED] under a shower mat in the back when he was cleaning up the unit. Mr. King stated that he thought nothing of this because there were several articles of clothing in that area as well. Mr. King stated that he found the shoes about a week prior to the escapes. Mr. King stated that he did not know why the clients would say that he knew about the incident other than because he is a strong staff member with them. Mr. King denied having any knowledge of staff sleeping on the (10 p.m.-6 a.m.) shift.

20. Upon review of the surveillance from the date of December 9, 2005, IAU noted that a staff member (Gray) was at the desk non-responsive for at least three hours. A client ([REDACTED]) got out of his bunk and proceeded to get toilet paper off of the staff desk. The client then went into the hallway and returned a short time later when he appeared to be doing something to his bunk at that time. The client then returned to the hallway and another client ([REDACTED]) got out of his bunk and proceeded to the hallway. This occurred at approximately 1:30 a.m. according to surveillance. There was no clear view of the juveniles exiting the Pod. Staff did not move from the desk until a security officer (Hall) entered the Pod at approximately 4:30 a.m. and noticed the two empty beds and informed the staff member (Gray) at the desk. Staff then began searching the pod for the two missing juveniles. Another juvenile ([REDACTED]) showed the staff how they had exited the building through the exit door without the alarm sounding. Upon review of surveillance from New Dorm pods #2, #3, and #4 the night of the incident, IAU noted there was little or no movement on those pods at significant intervals. Upon review of the surveillance from December 5 & 6, 2005, IAU noted that a staff member (Powell) exited Pod #1 at 11:48 p.m. and did not return to cover her pod until 1:29 a.m. During this time, a client ([REDACTED]) got up from his bunk and went into the hallway. The client ([REDACTED]) then opened the exit door (no alarm sounded), placed the mat outside the door, and closed the door. The client ([REDACTED]) then returned to his bed.

21. IAU confirmed that the following notifications were completed:

- AJCF Director Bob McCracken approximately 5:00 a.m. on 12/9/05;
- Bryant Police Department at 5:23 a.m. on 12/9/05;
- Division of Youth Services Director Kenneth Hales at approximately 5:30 a.m. on 12/9/05;

- The community alarm was sounded at 5:09 a.m. for ten minutes on 12/9/05; and
- The juveniles were apprehended at approximately 10:30 a.m. by Independence County Sheriff's Office on 12/9/2005.

**Conclusion:****Cornell Staff:**

- There is credible evidence Life Skill Worker Linda Gray violated the *DYS and Cornell Incident Report Writing Policy #1550*. Ms. Gray was not factual in her report. Ms. Gray remained at the desk and non-responsive when client [REDACTED] and [REDACTED] escaped the facility.
- There is credible evidence Life Skill Worker Linda Gray violated the *Student Supervision Policy, #1076.01*. Ms. Gray had a duty to ensure the safety and security of the entire pod. Ms. Gray was unaware of client movement for three hours as noted on video; therefore, Clients [REDACTED] and [REDACTED] were not supervised. The information logged in the Log Book and Head Count sheet was falsified, it supported that client [REDACTED] and [REDACTED] were present and accounted for until 3:30 a.m.
- There is credible evidence that Life Skill Worker Linda Gray violated Cornell's *Juvenile Counts, Census and Movement, Manual Reference #3004, B #3*: Head Counts will be completed every fifteen minutes during waking hours and every five minutes during sleeping hours. # 4: The assigned staff member will document each head count on the Unit Head Count Sheet. An "X" should be placed in the box for the head count time for each client as the client's presence is verified. #6: When completing a head count the staff member must actually view the client. An "X" indicates that the staff person verified the client was present and in no obvious distress. Ms. Gray logged in client [REDACTED] and [REDACTED] in the unit Log and Head Count Sheet after they had escaped the facility.
- There is credible evidence that Treatment Supervisor Tara Shepherd violated *Juvenile Supervision policy, # 1076.01*. This policy states that Ms. Shepherd as the Residential Unit Manager must implement a system of inspections and spot checks that ensure staff are complying with policy and procedure on all shifts. The unit manager will be accountable where unit staff has engaged in an ongoing practice that is inconsistent with the policy and procedure one should reasonably have discovered and corrected by daily inspections and spot checks.
- There is credible evidence that Treatment Supervisor Tara Shepherd failed to supervise and evaluate the performance of her unit staff to ensure performance and standards are met according to *Treatment Supervisor Typical Responsibilities*

*and Duties, #1*. After monitoring surveillance and interviewing her unit staff it is a common practice for night shift staff to sleep on her unit (New Dorm).

- There is credible evidence that Shift Supervisor Leroy Reed violated *Student Supervision policy, #1076.01*. Mr. Reed had a duty to ensure the safety and security of the entire facility. Life Skills Worker Linda Gray was not adequately supervised for over three hours according to surveillance video which was Mr. Reed's duty as the shift supervisor.
- There is credible evidence that Security Officer Hall violated Cornell's *Juvenile Counts, Census and Movement, Manual Reference #3004, B. #3*. A census count is conducted at 7am, 11am, 3 pm, 7 pm, 11 pm, and 3 am. All census counts will be recorded on the Client Count/Movement Log. Ms. Hall did not complete her 3:00 a.m. census security round. Ms. Hall falsified the document for the 3 a.m. census count and later corrected it.
- There is credible evidence Life Skill Worker Bridget Powell violated *Student Supervision policy, # 1076.01*. Ms. Powell had a duty to ensure the safety and security of the entire pod. On December 6, 2005, at 1:03 a.m., Ms. Powell left her unit for over an hour and left the unit unattended. It was noted on camera that client [REDACTED] put the shower mat out the already unlocked door. Ms. Powell was unaware of client movements during that time.
- There is credible evidence that Security Officer John Rawls violated the *AWOL/Escape Policy* which states that within 10 minutes of a client determined AWOL the Bryant Police Department, DYS Placement Unit, and the surrounding neighbors in the community must be notified. According to the Security Log Book, Mr. Rawls was notified of the missing clients at 4:48 a.m. and notified the Bryant Police Department at 5:15 a.m. and activated the community alarm siren at 5:19 a.m.

**Barbara Ausbrooks, Investigator**

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