

# On the **Scene**

## Monster in the sky



News for and about employees of the N.C. Department of Public Safety

November 2012

## In this edition ...

### The Cover Story

'Frankenstorm' / pages 4-6

### Leadership Profile:

Robin Jenkins / 3

Bomb takes 3  
from NC Guard / 7

### Walk In My Shoes

The future –  
hers and theirs / 8-9

Cleaning up / 10-11

Guarded  
facilities / 12-13

News briefs / 15

Promotions, retirements  
& passings / 16-17



# They served, we remember

**A message from Secretary Reuben Young**

The holidays are fast approaching, perfect times to be among our loved ones and express our gratitude for all the good we receive each day. The observance of Veterans Day especially is a perfect opportunity to give thanks to and show support for our military service

members, young and old. We live in a free nation, thanks to these brave men and women of the United States armed forces.

North Carolina is one of the most military-friendly states in the nation, and home to more than 765,000 veterans. We live and work among many of them. They may be our parents, children, brothers, sisters or friends. Their selfless service has touched our lives, and they deserve our honor and gratitude on this special day.

North Carolina's veterans left the warmth of family and security of home to serve the country they love. Some became prisoners of war. Others saw fellow soldiers perish. Many endured visible and invisible wounds. Our soldiers, sailors and airmen have heroically withstood the tests and tears of war – World War II, Korea, Vietnam, Persian Gulf, Kosovo, Afghanistan and Iraq. They have restored peace during other conflicts such as Somalia and Haiti.

Whether Army, Navy, Air Force, Marines or Coast Guard, or whether a full-time member or a part-time citizen soldier, our troops protect us here in our homeland as well as bring individual freedom to all mankind. Can there be any higher goal, any more noble purpose?

On Oct. 1, three N.C. National Guard gave their lives while in service to this country. Staff Sgt. Donna R. Johnson of Raeford, Sgt. Jeremy F. Hardison of Browns Summit, and Sgt. Thomas J. Butler IV of Leland were military police officers on patrol at a crowded market in the town of Khost in Afghanistan. According to reports, a suicide bomber waited for the soldiers to get out of their vehicle before detonating his vest. His blast killed these sergeants and injured three other Guard members. We grieve deeply for our lost co-workers, pray for strength for their families and hope for the full recovery of the survivors.

This Veterans Day, please remember the men and women who serve our country. No greater tribute can we do than to honor our soldiers, sailors and service members – whether active duty, discharged, retired or reserve. Because of their bravery, we are a free nation.

May you all have safe and memorable holidays, and God Speed. ▴

On the **Scene**

is a newsletter for and about employees of the N.C. Department of Public Safety.

If you have questions or want to contribute news or ideas to the newsletter,

please contact the editor, George Dudley, at [george.dudley@ncdps.gov](mailto:george.dudley@ncdps.gov)

or at (919) 733-5027.

**The Cover Photo** Hurricane Sandy, seen from a National Aeronautics and Space Administration satellite, as its outer western reach swept across North Carolina just prior to Halloween. Emergency agencies and officials were on high alert in both the coastal and mountain regions.

## Profile in Leadership

**Robin Jenkins** *Deputy Director, Division of Juvenile Justice*

As deputy director in the Division of Juvenile Justice, **Robin Jenkins** oversees strategic planning, implementation, policy development and quality management processes associated with the division. He is also responsible for the oversight of the division's Court Services Office and the interface of Division of Juvenile Justice processes with Community Programs in Administration.

Before the creation of the Department of Public Safety in January, Jenkins was chief deputy secretary for the former N.C. Department of Juvenile Justice and Delinquency Prevention from February 2009 through December 2011.

Prior to 2009, he was executive director for Cumberland County CommuniCare Inc., a community-based nonprofit agency serving at-risk and court-involved youths and their families through the provision of behavioral health, substance abuse and juvenile delinquency intervention and prevention services.

As a community and clinical psychologist, Jenkins also worked for Cumberland County Mental Health for nearly 14 years, delivering and managing psychological services to children and their families, primarily in juvenile justice programming across diverse settings. He has provided psychological and various training/staff development services to various entities, including the former N.C. Department of Correction, Cumberland Hospital in Fayetteville, the N.C. Department of Health and Human Services.

Jenkins is a commissioner on the North Carolina Governor's Crime Commission, where he is also a past chair of the N.C. Juvenile Justice State Advisory Committee. He continues to serve as a governor's appointee to the advisory group. He is also a member of the American Psychological Association, American Evaluation Association and the Society for Community Research and Action.

A member of the National Coalition for Juvenile Justice, Jenkins was its national chair from 2007 through July 2009. He serves on various boards and commissions in North Carolina and in Cumberland County, where he resides.

Jenkins has a bachelor's degree and a doctorate of philosophy from North Carolina State University and a master's degree from East Carolina University.

His wife, Debbie, is a long-time mental health administrator, clinical social worker and child advocate. They have a son, Rob, and a "grand-dog."

To help us get to know him better, *On the Scene* asked Jenkins:

**What do you want to be sure employees know about you?**

See **Jenkins**, page 14





Above, N.C. National Guard Adjutant General Greg Lusk gives news media a report on Hurricane Sandy readiness and response as the storm was threatening the North Carolina coast. In the Emergency Operations Center media briefing room, he was flanked by Gov. Bev Perdue; Reuben Young, Department of Public Safety secretary; and Doug Hoell, N.C. Emergency Management director.

# ‘Frankenstorm’ tested N.C. emergency readiness

Compiled from dispatches edited by **George Dudley**, Editor

RALEIGH | Timing is everything, some say. Such was too true as Halloween 2012 approached.

A late-season tropical storm exploded into a hurricane that was destined to make landfall on the Atlantic Coast. Meanwhile, a low pressure cold front was pushing its way eastward from the west into the probable path of the hurricane, as was a stream of frigid Arctic air that was cascading southward out of Canada toward the northeastern states.

A “perfect storm” was about to be born with a due date close to Oct. 31, leading it to be dubbed “Frankenstorm.”

The heart of the monster, however, was Sandy, the tropical shower that eventually grew into a category 1 hurricane. As it grew into a thousand-mile wide juggernaut, it crawled northward from the Caribbean Islands to just off the coasts of southern states. But she moved closer to North Carolina as she sailed toward making a catastrophic landing on the New Jersey and New York coasts.

North Carolina had learned its storm emergency lessons well, and was equipped and organized better than ever to provide safety and assistance to people in the state

See **Sandy** on page 5

## Sandy

from page 4

who were threatened by the hurricane.

In advance of a State of Emergency declaration, N.C. Emergency Management officials had already been warily watching Sandy, foreseeing the possibility that the state's new Emergency Operations Center would be truly tested for the first time.

On Oct. 26, the National Hurricane Center issued a Tropical Storm Watch for most of the North Carolina coast. Later that day, Gov. Bev Perdue declared a State of Emergency in 40 eastern counties, effective Oct. 27.

The governor said, "Folks need to take this storm seriously and be ready." She was very right.

Through emergency powers granted to the state's governors, Perdue activated the State Emergency Operations Center on Saturday morning, Oct. 27, to prepare for and respond to the storm.

The State Emergency Response Team swung into action. SERT is composed of all involved state agencies, and private sector and volunteer organizations.

From within the Department of Public Safety, the SERT was supported by N.C. Emergency Management, the State Highway Patrol, the N.C. National Guard and the Communications Office. Also represented on the team were the departments of Transportation, Agriculture, Commerce and Environment and Natural Resources. The SERT also includes utility companies, the Red Cross, the Salvation Army and Baptist Men.

"Our state's veteran emergency management team is ready for Sandy," Perdue had said, assuring residents of the state's response preparedness.

Because of Sandy's slow-motion track, state officials knew to get ready for more than a one-day event. **Doug Hoell**, state emergency management director, predicted on Saturday that the eastern half of North Carolina would feel the effects of Hurricane Sandy through Tuesday.

Officials later learned that Sandy would hit as though she had a dual personality. Even though she had tropical origins, she would also foster heavy snowfall in North Carolina's mountains.

Coastal flooding was the biggest threat. Dangerous rip currents and heavy surf with 18- to 22-foot waves ruled the Outer Banks between Oct. 26 and 30. Officials cautioned coastal residents to prepare for storm surges of up to 7 feet above ground level along the Inner and Outer Banks, particularly along the lower Neuse River and Pamlico Sound.

Hurricane Sandy's effects were being felt throughout eastern North Carolina Sunday afternoon.



Above, A Charlotte Fire Department water rescue unit plows through shallow flooding in Maryland in support of emergency response in the wake of Hurricane Sandy.

*Photo provided by the Charlotte Fire Department.*

## Sandy

from page 5

The emergency response officials:

- ▲ Coordinated with the National Hurricane Center and National Weather Service to discuss Sandy's potential impacts.
- ▲ Prepositioned 75 North Carolina National Guard soldiers to respond to the storm if needed.
- ▲ Brought in a team of Federal Emergency Management Agency employees to provide immediate federal support to the state if warranted.
- ▲ Checked and updated equipment and supplies at the emergency management warehouse, including water, packaged meals, cots, blankets and generators.
- ▲ Activated the N.C. Emergency Management Regional Coordination Center, which coordinates with the counties to determine their needs.
- ▲ Opened shelters in three counties, but only a handful of people decided they needed to take refuge in them.
- ▲ Activated dozens of National Guard soldiers and put State Highway Patrol troopers on standby and assigned others to ensure no one tried to cross bridges that had been closed.
- ▲ Kept the public informed about evacuations, road closures, shelter availability, weather forecasts, flood warnings and sources of information to prepare for the storm, in addition to responding to news media inquiries for information and interviews. Additionally, Emergency Management and DPS Communications staff simultaneously participated in a nuclear power plant disaster drill.

Automated systems were activated to ensure a constant flow of current information about weather, road, flooding and shelter conditions. Twice daily, all SERT entities received status summaries, daily conference calls with county officials were made and multiple conference calls were made among SERT partners. With Nov. 6 in its sights, the State Elections Board was kept in the information loop.

Storm-related casualties were low. The storm was cited in the death of a Surry County man who had crashed his car into a tree that had fallen on a highway. Also declared a North Carolina casualty was the death of a crew member on a tall-mast ship that sunk in international waters off the state's coast.

Damage assessments began in eastern North Carolina on Oct. 29 as Sandy-associated winter weather gripped portions of the state's westernmost counties. The assessments help state and federal relief officials determine total damage declarations and the type and quantity of assistance that property owners would need.

State emergency management officials also worked with local officials dealing with roadway debris removal.

North Carolina-based emergency rescue assets were also deployed to help response and recovery efforts in the Northeast in the wake of Hurricane Sandy.

Three six-person swift water and flood rescue teams out of Charlotte, Greensboro and Raleigh were on location in Maryland before the storm had completely passed.

N.C. National Guard aviators led a helicopter task force launching from the Guard's base in Morrisville on Oct. 31 to support response and recovery efforts in the Northeast in the wake of Hurricane Sandy. Three UH-60 Blackhawk helicopters and 16 Guard aviators based in Salisbury led the formation. The deployment initially was to run through Nov. 4.

The Civil Air Patrol helped provide aerial photography of damage for assessments.

"We are prepared to support our neighbors in the Northeast as long as we need to help them recover from the impact of Hurricane Sandy," said Maj. Gen. Greg Lusk, adjutant general of North Carolina. "We were spared the brunt of the storm, but we're all in this together. We know our friends up north would help us if the situation were reversed." ▲

North Carolina Air National Guard's 145th Civil Engineering Squadron prepare a Reverse Osmosis Water Purification Unit for air transportation.

Photo by Lt. Col. Timothy E. Moran, Deputy Commander, 145th Civil Engineering Squadron.





In a driving rain at Dover Air Force Base, Del., a U.S. Army carry team transfers the remains of one of the three N.C. National Guard soldiers who were killed Oct. 1 in Afghanistan. U.S. Air Force photo by Adrian R. Rowan.

## Three NCNG soldiers killed in Afghanistan

From an N.C. National Guard dispatch  
**RALEIGH** | Three members of the North Carolina Army National Guard's 514th Military Police Company, based in Winterville, were killed in a suicide bomber attack while on patrol in Afghanistan, on Monday, Oct. 1. Three others were injured.

Killed were Staff Sgt. Donna R. Johnson, 29, of Raeford; Sgt. Jeremy F. Hardison, 23, of Browns Summit; and Sgt. Thomas J. Butler IV, 25, of Leland.

Maj. Gen. Gregory A. Lusk, adjutant general of North Carolina and commander of the nearly 12,000 men and women of the North Carolina National Guard, said soldiers are still grieving the loss of their comrades.

"They were the embodiment of citizen soldiers, who put everything on hold to go into harm's way for all of us," Lusk said. "They will be remembered and sorely missed."

The soldiers were killed while on patrol in Khost City, Afghanistan, when an

insurgent on foot approached the soldiers and detonated a suicide vest.

Staff Sgt. Johnson joined the North Carolina National Guard in August 2006. She had previously deployed to Iraq from 2007 to 2008. Her awards and decorations included the Combat Action Badge, Iraq Campaign Medal and Army Commendation Medal.

Sgt. Hardison entered the military in May 2006. Also a veteran of service in Iraq, he had deployed there in 2009. His awards and decorations included the Combat Action Badge, Iraq Campaign Medal with a campaign star and the Army Commendation Medal.

Sgt. Butler began his military service in June 2007. The deployment to Afghanistan was his first. His awards and decorations included the National Defense Service Medal and the Army Service Ribbon.

The unit departed from Fort Bliss, Texas, for Afghanistan in early August. ▀

# Facing her future and theirs, she encourages troubled youths

By **George Dudley**, Editor  
KINSTON | **Leia Scales** faces the future every morning, at work and at home.

She is a youth counselor technician at the Division of Juvenile Justice's Dobbs Youth Development Center in Kinston. The facility provides secure housing for teenage males, who have delinquency histories that led courts to have them confined and treated in programs designed to positively reset their lives.

In counseling youths, Scales said she and her co-workers are helping them grow into positive and productive young members of society, by encouraging and motivating them and by providing them discipline and structure.

Most of the youths struggle to conceive their lives 10-30 years from now, both personally and as contributors to community well-being, Scales said. Trying to put the future into context for the young offenders, Scales explains to them what the future means to someone they know — herself.

"I tell them that I need them," she said. "They are the generation that will be called upon to look after me when I get old and need help.

"I tell them, 'You are my investment ... you need to go to school and get an education.'"

Encouragement is a critical element of treatment, Scales said, because many of the youths have never been taught what they can do.

"A lot of them have come from discouraging environments," she said. "Many have had no parents. Some have had traumatic experiences, such as beatings and sexual assaults and parents or siblings getting killed. Some of them have lived in drug houses. Life is survival, not dreaming of a future."

The youths are also encouraged by the safe environment provided by Dobbs YDC.

"As part of our supervision, we keep them safe," Scales said. "A part of doing that is teaching them better, safer ways of dealing with problems they might have with other people and rewarding them for their progress."

The counseling is largely encouragement-based, too, while accounting for each student's individual needs, Scales said. The students sometimes have difficulty adjusting in the first couple of weeks at Dobbs.

"Sometimes they need a little encouragement and motivation just to get through the day, and it's

See **Scales**, page 9

## Walk in my shoes

This feature seeks to help employees understand the mission and scope of the department and each other as individuals and as co-workers. This edition tells about a youth counselor technician, an inmate industries supervisor and a National Guard colonel. ▀

**Leia Scales**, second from left, joins a fellow youth counselor technician, **Marquise Grant**, in counseling three of the teenage males about activities for the remainder of a day at Dobbs Youth Development Center.



## Scales

from page 8

tough being away from family and friends,” Scales said.

“I tell them, ‘You need to get on the right path, stay focused and understand your goals so you can return back home to your family.’ I teach them how to live positively with their family.”

Youths at Dobbs YDC go to school, which is also a source of encouragement for them, Scales said.

“They start looking forward to seeing their grades,” she said. “We teach them that they need education to stay off the streets ...

“College even comes into the picture. We have tours of colleges for some students, and some of the older students are taking college classes.”

Scales recalled one student who had grooming issues due to low self-esteem. She helped him overcome the fact that no one had cared enough about him to teach him basic grooming.

“One day on a field trip he said to me, ‘You know, I feel like Christmas. I’ve got new clothes, I got a haircut,’ and he looked like a totally different person,” Scales said. “Now, he’s in college. He understands that somebody cared for him, so now he cares for himself.”

Scales’ own life provides perspective on her passion about the future.

She is a breast cancer survivor, who was convinced that she would die from the disease because her mother had died from breast cancer.

Moreover, in addition to her cancer victory, she has twice beaten an unusual condition that painfully allowed a portion of her brain to slip into and out of a hole at the base of her skull at the spine. Both incidents required delicate surgery to relieve the pain, paralysis and blackouts caused by the condition. The second occurrence amazed medical personnel, because she was able to go home only a week after surgery even though months in a rehabilitation center were expected instead.

“I probably should be dead,” she said.

Scales is grateful for recovery assistance she has received, both for her medical conditions and for times when she was an impoverished single mother of four in Philadelphia.

Scales uses her story to help other agencies by hosting luncheons at Dobbs to raise money for the State Employees Combined



Campaign. This year, she testified to the hope she received from agencies that had helped her. The event raised \$2,100.

“I believe that blessings are to be shared, and I’m a blessed woman,” she said. “When I have something going on that I’m starting to make a deal out of it, I remember what I went through. That’s what keeps me humble. I’m keeping my promise to God to talk about it.”

Before getting a job at Dobbs, Scales had worked in Maryland corrections and defendant supervision. Noting that adult inmates seemed to be getting younger drove her to become more concerned about the future of young people.

Her concern began before she left Philadelphia, where her oldest son was held up by an armed robber who took \$3 from him.

“I knew right then that I had to save my child,” she said. “Our neighborhood had gotten worse and worse, and there were no resources. I could not stay in Philadelphia.”

A new job opportunity presented itself in Baltimore.

“It was safer there, and I had the opportunity to save my children,” she said.

She wants to “save” the children at Dobbs YDC, too.

“We can’t give up on our young people,” she said. “We can’t, because the world is still going on.

“I’m serious when I say we need them to run this country.” ▀

Scales discusses a progress report on one of the students at Dobbs Youth Development Center with fellow counselor technicians Purnell Page and Arthur Reed.

*Noting that inmates seemed to be getting younger drove her to become more concerned about the future of young people.*

# Life skills on the line at Warren plant

By **Tammy Martin**, Communications Specialist

MANSON | Making janitorial products becomes more than just soap, cleaners and plastic bags when Correction Enterprises Supervisor III **Itena Lynch** is involved. Producing a quality product and teaching life skills are also on the production line.

Warren Correctional Institution in Manson houses Correction Enterprises' janitorial products plant. It makes cleaning supplies for the state agencies and non-profit organizations.

"I supervise the inmates and follow each process through, making sure we have a good quality product and making sure everything that needs to go in it, is there," she said. "I follow the whole process — all the way through, from making the product, to after it is packaged."

Warren Correctional houses more than 800 close, medium and minimum custody adult male inmates. Seventy-five of those inmates have earned the privilege to work in the plant and have the opportunity to learn manufacturing skills.

"The Prison Industries Enterprise program allows inmates to make minimum wage or above when we make products for  
See **Lynch** on page 11



Itena Lynch checks a huge vat of mixture as it is processed to become a bulk order of soap for a customer of Correction Enterprises.



Itena Lynch often works closely with the inmates on the floor of the cleaning products plant at Warren Correctional Institution.

## Lynch

from page 10

agencies outside Adult Correction," Lynch said. "They have to have a high school education or GED and good behavior.

"It really gives them something to work for. So many have gotten their GEDs just because of the program and they want to be eligible to get on this program."

The janitorial product plant was opened at Warren CI in August 2007.

The 85,000-square-foot plant produces more than 206,000 bars of soap and cases, buckets and 55-gallon drums of cleaning liquids a year. It is on pace to hit production of 214,000 this year.

Using a client need-based ordering system, production varies as the demand fluctuates. To keep production in line with the orders, every day is planned and scheduled.

"When we first come in and get started, we have certain items that we have to run and products that we have to make for that day," Lynch said. "We set an agenda, and I have to get everything in order, ready and set up to run in order to achieve that goal. Whether it is making soap or cleaning supplies or trash bags."

Lynch supervises 15 inmates, who begin work at 7:30 a.m.

"I follow each process from the beginning to the end," she said.

Lynch started her career with the department in April 2002 as a correctional officer after working for Texfi Industries in Rocky Mount. She worked with the export manufacturer for 22 years and was a production supervisor. With experience as a custody officer and a mentor to new hires, transitioning to the Correction Enterprises was natural.

Her manager, Plant Director Forrest Fesperman, said Lynch's experience helps make her a "wonderful employee."

"She is always looking for ways to make sure the products that leave our warehouse are top quality," he said. "The way she works with the staff and inmates is truly respected and we can always count on her."

Fesperman saw her potential early on.

See **Lynch** on page 17

*'The way she works with the staff and inmates is truly respected, and we can always count on her.'*

Above, Col. **Toni Coats** pauses during an inspection of a building housing military vehicles in the Durham National Guard Readiness Center.



## Veteran officer ensures maintenance of the Guard's buildings and facilities

By **Pamela Walker**

Communications Deputy Director

RALEIGH | Walk in the boots of Col. **Toni Coats** and you will cover a lot of ground across the state and beyond.

With more than 27 years in North Carolina National Guard, her current responsibility is to oversee construction, renovations and facilities management of the NCNG's buildings across the state. That oversight includes the new Joint Force Headquarters complex in Raleigh, as well as 94 armories; Camp Butner, Fort Bragg, and Fort Fisher training sites; two Army Aviation support facilities; 17 maintenance facilities and other NCNG buildings.

Coats, like many other NCNG employees, carries out both federal and state missions. She directly supervises six managers who are responsible for overseeing construction projects, environmental issues, inspections, accounting, purchasing and strategic planning for all future construction, renovation and maintenance projects. Eighty percent of her employees are civilian state employees.

Keeping up with those renovation and maintenance projects is a big job especially with a majority of the armories being an average of 45 or more years old. In the upcoming year, her team has 46 construction projects using both federal and state funds; three mili-

tary construction projects; along with many sustainment, renovation and modernization projects.

Coats says one of her biggest challenges is procuring the funds for the upgrades needed at many of the armories. She could get more federal funds, but they require a state match.

"The state will not only reap benefits from having thriving armories for its guard members, but the construction projects often mean jobs for many local construction trades," Coats said. "The most rewarding part of getting a project approved is seeing the improvements for the soldiers."

The armories have a variety of important missions, such as providing a place for training, administration, mobilization and readiness activities for the NCNG. Soldier family members are also able to seek out guidance and assistance at many armories. In addition, the NCNG facilities support local authorities with community events and rents the facilities for some approved public events.

An Army "brat," Coats moved around quite a bit until her father settled in Whiteville. She is the youngest of eight children and decided to join the NCNG to help fund her college education.

Coats started out part-time in the Guard

See **Coats** on page 13

*'The state will reap benefits from having thriving armories for its Guard members.'*

## Coats

from page 12

as a graphics and illustration specialist. She later took a position with the military police and eventually became a military police company commander. Her unit, 514<sup>th</sup> Military Police, was one of the first units to be called up to evacuate flooded areas due to Hurricane Floyd.

"The armory in Greenville had 6 feet of water from the storm," Coats recalled. "We evacuated everyone from there, but we soon had to relocate from the place we evacuated to. It was quite an experience."

Her unit also conducted swift water rescues and patrolled flood-stricken areas providing security and helping prevent looting. She explained that their primary role was to provide support to local law enforcement.

Shortly after the flood, Coats' Company was selected to travel to the Republic of Moldova where they trained the 2<sup>nd</sup> Battalion in U.N. Peace Keeping Operations. The mission was another first, because none of the military leaders (mostly former Soviet Army leaders) had ever seen a female in command. They were shocked, but very happy with the training and professionalism displayed by her and her soldiers.

Coats was seen as an anomaly by one of the Soviet military leaders.

"They had very few women in any leadership roles, so it was especially important for me to respect that and hopefully get their respect in return," she said.

From military police, Coats moved on to become a TAC (Teach, Assist and Counsel) Officer, teaching leadership skills, tactics and ethics at the 139<sup>th</sup> Regional Training Institute at Fort Bragg. The role was highly rewarding, she said.

"I still have some of my students contact me for advice and support," Coats said.

For 15 years Coats juggled her part-time work in the guard with her full-time job being an advocate for the elderly and conducting nursing home and rest home inspections in Southeast North Carolina. She also had the more-than-full-time job as a wife of another guard member and as a mother of four children.

She has been full-time in the NCNG for more than 12 years. She started her full time career in Kinston as a battalion training officer for the 690<sup>th</sup> Maintenance Battalion and then was promoted to administrative officer of the Battalion. From there she moved to the position of Inspector General for four years.

Rising through the ranks as a female has had its challenges, Coats said. She said she worked hard to prove she could hold her own weight. She was the first female commander of the 514<sup>th</sup> Military Police Company. Eventually Coats was asked to consider the position of Construction and Facilities Management Officer, again to be the first female to serve in that position.

In overseeing construction and maintenance projects, she's holding her own in another largely male dominated field. She says both her civilian background and her experiences in the NCNG have prepared her for this role.

"I have strived to keep up with new policies and standards," she said. "I am confident in my knowledge, but I am also not afraid to ask questions when I am in unfamiliar territory."

She has strived to cultivate many professional relationships through her career and it has paid off in numerous ways. Her best advice is, "Respect everyone and their positions, not only your leaders, but your co-workers and employees.' We are only as good as the staff that we are working with and for us.

"I strive to ensure that my staff knows how important the work that they do is, no matter what they do. My state employees, civilian federal employees and contract employees all understand that they are part of the big Army, serving with the North Carolina Army National Guard, as patriots multiplying our combat capabilities." ▀



Above, Col. Coats, right, listens in as Maj. **Kenneth Cook** describes some of the services provided at the Wilmington National Guard Readiness Center to Kristine Leggett, principal fiscal analyst of the General Assembly's Fiscal Research Division.

*'Respect everyone and their positions, not only your leaders, but your co-workers.'*

## Jenkins

from page 3

“My approach to leadership is characterized by some core values that I try to model in my relationships with everyone, but especially with those who are tasked to do the work. These values include a collaborative, feedback-oriented system of communication, driven by a clear expectation of positive results, and also driven by an expectation of excellence.

“We have but one chance, many times, to affect outcomes — especially in large, complex systems such as our division — and I want our teams not only to get the job done, but to do it exceptionally well and then feel very positively about their roles in making things happen. This approach, in my view, gives credit where it is due and also values each participant in the process.”

### What makes you comfortable with your job?

“It sounds a bit sentimental, but from my vantage point the extremely committed, dedicated and professional colleagues who share our agency each day make me comfortable. Sure we have challenges, some of them quite substantial. But I have seen time and time again how extremely under-resourced staff members get together while they have 10 other critical priorities to fulfill, find a way to get it done, and do it with professional skill and knowledge.

“This professionalism is often taken for granted, and I really dislike that. So I know that despite the sometimes impossible expectations and deadlines, I can always count on our teams to make good things happen.

“I totally love working in the juvenile justice arena. I have done it now in various forms for over 30 years. The combination of social science, research, applied systems work, legal issues, organizational development and community development make it the perfect field for me.

“Second to the field itself, I love the multiple levels of partnerships that I get to participate in daily to help achieve the fantastic results we have noted in the falling North Carolina juvenile crime rates. (They have dropped at nearly twice the national average over the past decade or so). These results speak to and validate not only the methods and strategies we use but the relationships that we so highly value to make it all work. This is fun to me.”

*‘I love the multiple levels of partnerships that I get to participate in daily to help achieve the fantastic results we have noted in the falling North Carolina juvenile crime rates.’*

### What do you like to do in your free time?

“Free time? Hmmmmmm — I think I remember free time. But seriously, when I have some unstructured time I enjoy several things. I am a bad, amateur guitar player and spend time with my instruments. I enjoy reading, walking/running, riding my motorcycle with my wife, spending time at our place at the beach, writing some and generally exploring ideas.

“I love good conversation, trying neat restaurants, exploring new towns and areas — crafts, pottery and so forth — and have greatly enjoyed my travel and friendships associated with the national and state organizations that I have participated in. I also love volunteering with nonprofit organizations and faith groups that help vulnerable children and their families.

“And I love to laugh – sharing stories of accomplishment, humor and good spirit really help balance me.”

### What did you want to do when you were young?

“I wasn’t mature enough at a young age to pick out a vocation and go for it. Life had to straighten me out a bit. I have always loved interacting with people and am, by nature, a helper. I started formal work at age 12 as a newspaper carrier — the old fashioned kind, riding a bike, going door to door to collect each month, and so on. I’ve worked one or more jobs ever since.

“But I went to college as an aspiring veterinarian, which was my major initially. I soon learned that social sciences were a better fit, and I ultimately became a psychologist by training. So the people stuff is still there, helping others, and volunteering a bunch in my local community when time allows.” ▀

## Prison for women has new superintendent

ROCKY MOUNT | **Vivian Brake** is the Department of Public Safety's new superintendent at Fountain Correctional Center for Women.

The Division of Adult Correction prison houses 580 adult female minimum custody inmates and is operated by 138 officers and other staff members.

Brake had been assistant superintendent for programs since 2006 at Fountain Correctional, where she began her career in 1991 as a correctional officer. She rose through the ranks at the prison, and succeeds the retired Lynn Sanders.

She has collegiate degrees in criminal justice — a bachelor's from St. Augustine's College and a master's from East Carolina University. Brake has also completed the N.C. Certified Public Managers Program and Correctional Leadership for Women, and has an Advanced Corrections Certificate from the N.C. Criminal Justice Education and Training Standards Commission. ▲



## Prison sergeant finds, tends to wreck victim

WILMINGTON | Sgt. **Thomas Holmes** of New Hanover Correctional Center in Wilmington helped get assistance to an injured motorist in the pre-dawn hours of Oct. 2.

He was returning to the prison after making a nightly status check of work-release inmates at a poultry processing plant in Wallace, when he saw a wrecked vehicle. Holmes stopped and, finding the driver was semi-conscious and prone on the seat, called 911.

The sergeant stayed with the accident victim and banged on the vehicle's windows, trying to get a response while emergency personnel were on their way to the scene. The responders broke the vehicle's window to reach the driver and revive him. ▲



## Pie-faced for good cause

The Maury Correctional Institution State Employee Combined Campaign Volunteer Committee kicked off its fundraising on Oct. 10 by having a silent auction, sausage dog fundraisers and dunking and pie throwing contests. Left, Human Resources Manager **Gary Parks** gets hit with a pie by his Administrative Secretary **Kim Hughes** and Dr. **Diane Nagel**, dentist. Members of the committee were Sgt. **Sharonda Prescott**; **Portia Smith**, medical records assistant III; **Janet Radford**, licensed practical nurse; Selena Knight, administrative secretary II; and Sgt. Kecia Brown-Purcell. *Photo by Chariesse Boyd.*

## Officers named honor students in training

Correctional officers named honor students in recent Basic Correctional Officer classes were **Linette Jordan** of Bertie Correctional Institution, **Angela Sessoms** of Lanesboro CI and **Michael J. Burkett** of Sampson CI. ▲

*... and their hearts were opened as quickly as packages under the tree ...*

The spirit of generosity abounds throughout the Department of Public Safety, especially as the season of giving approaches and consumes our hearts. *On the Scene* wants to share the outreach that you and your co-workers extend to the needy among us this holiday season. Please send your pictures and information to: [George.Dudley@ncdps.gov](mailto:George.Dudley@ncdps.gov).



News where you are

# P r o m o t i o n s

Promotions in October 2012 unless indicated otherwise.

## Administration

**Treva Brewington**, parole case analyst, Parole Commission  
**Brenda Darden**, accounting technician, Controller's Office  
**Glenda Ellerbee**, personnel analyst III, EEO  
**Christopher Farnsworth**, electronics technician IV, Facility Management  
**Sonja Justice**, personnel assistant V, Personnel - Western Region Office  
**Charlotte Maynard**, accountant, Controller's Office  
**Kimberly Walls**, personnel assistant V, Personnel -  
 Piedmont Triad Region Office  
**Kimberly Williams**, criminal justice planner III,  
 Governor's Crime Commission

## Adult Correction

**Stephanie Andrade**, sergeant, Maury CI  
**Paula Armstrong**, lieutenant, NCCIW  
**Sharon Arnold**, professional nurse, Bertie CI  
**Moses Barrow**, probation/parole officer II,  
 Community Corrections District 16  
**Cranston Bass**, probation/parole officer II,  
 Community Corrections District 10-B  
**Kelly Baus**, nurse supervisor, Community Corrections District 5  
**Kenneth Beaver**, assistant superintendent III, Lanesboro CI  
**Shawanda Boyd**, sergeant, Polk CI  
**Vivian Brake**, superintendent III, Fountain CCW  
**Henry Brandhorst**, psychological program manager,  
 Prisons Health Services  
**Melissa Brewton**, probation/parole officer I,  
 Community Corrections District 28  
**Sheryl Brooks**, probation/parole officer II,  
 Community Corrections District 15  
**Amanda Brown**, probation/parole officer II,  
 Community Corrections District 5  
**Derrick Brown**, probation/parole officer II,  
 Community Corrections District 5  
**William Bullard**, captain, Lumberton CI  
**Patrick Carter**, probation/parole officer II,  
 Community Corrections District 2  
**Michelle Coley**, licensed practical nurse, Maury CI  
**Aries Cox**, chief probation/parole officer,  
 Community Corrections District 14  
**Sylvia Crenshaw**, lieutenant, NCCIW  
**Tiffany Cuevas**, professional nurse, Pasquotank CI  
**Jaalisa Darden**, behavioral treatment technician, Maury CI  
**John Dollar**, programs director I, Alexander CI  
**Jeanette Duncan**, programs supervisor, Tabor CI  
**Beth Edwards**, accounting technician, Mountain View CI  
**Jeffrey Fields**, captain, Hoke CI  
**Perry Foster**, captain, Piedmont CI  
**Talmadge Fox**, sergeant, Marion CI  
**James Futrell**, probation/parole officer II,  
 Community Corrections District 06  
**Mary Green**, programs supervisor, Carteret CC  
**Dorthea Hansley**, programs supervisor, Pender CI  
**Ashley Harrington**, sergeant, Foothills CI  
**Allen Hollingsworth**, sergeant, Marion CI  
**Meshell Horne**, chief probation/parole officer,  
 Community Corrections District 05  
**Laura Horton**, professional nurse, Central Prison  
**Celisa Hunt**, case manager, Lumberton CI  
**Dianne Hurd**, professional nurse, Alexander CI  
**Jeffrey Jordan**, sergeant, Alexander CI

**Michael Kattes**, substance abuse program administrator, Polk CI  
**Minnie Kimble**, assistant superintendent for programs II, Odom CI  
**John Kitchens**, lieutenant, Dan River PWF  
**Steven Lewis**, lead officer, Foothills CI  
**Yutokia Lipford**, licensed practical nurse, Alexander CI  
**Edward Little**, assistant superintendent III, Scotland CI  
**Mary Locklear**, assistant superintendent II, Lumberton CI  
**Joseph Lowery**, sergeant, Marion CI  
**David Mansfield**, lieutenant, Pasquotank CI  
**Nora Mast**, substance abuse program director I, Piedmont CI  
**Patrick Moore**, probation/parole officer II,  
 Community Corrections District 19A  
**Gary Morgan**, sergeant, Greene CI  
**Alice Mussari**, nurse supervisor, Pamlico CI  
**Terrance Nellums**, sergeant, Craven CI  
**Michael Oakley**, sergeant, Bertie CI  
**Bolanle Ojo**, professional nurse, Central Prison  
**Danny Orders**, staff development specialist II, Western Region Office  
**Nicole Patterson**, probation/parole officer II,  
 Community Corrections District 18  
**Troy Pendleton**, sergeant, Pasquotank CI  
**Mark Poplin**, programs supervisor, Brown Creek CI  
**Anthony Ramey**, chief probation/parole officer,  
 Community Corrections District 11  
**Audrey Redding-Humphrey**, lieutenant, Central Prison  
**Richard Russell**, captain, Albemarle CI  
**Nancy Russo**, professional nurse, Maury CI  
**David Sauls**, programs supervisor, Maury CI  
**Larry Self**, HVAC supervisor I, Polk CI  
**Everson Simmons**, enterprise manager II, Correction Enterprises  
**Howard Smith**, sergeant, Bertie CI  
**Jerry Smith**, plumber II, Alexander CI  
**Cliff Snipes**, maintenance mechanic IV, Western YI  
**Harvey Suttles**, assistant unit manager, Foothills CI  
**Shevonna Thomas**, probation/parole officer II,  
 Community Corrections District 14-A  
**Kevin Toler**, probation/parole officer II, Community Corrections District 3  
**Karey Treadway**, manager I, Community Corrections District 24  
**Donald Tubbs**, lieutenant, Scotland CI  
**Charles Vandiford**, unit manager, Maury CI  
**John Vanwyck**, substance abuse program administrator, Pender CI  
**Scott Waligora**, sergeant, Craven CI  
**Donald Watkins**, superintendent II, Buncombe CC  
**Vanessa Whitesides**, sergeant, Swannanoa CCW  
**Christopher Williams**, lead officer, Craven CI  
**Tonya Williams**, sergeant, Tabor CI  
**Angela Winchester**, probation/parole field specialist,  
 Community Corrections District 10  
**David Yelton**, sergeant, Foothills CI  
**Brandi York**, professional nurse, Foothills CI

## Juvenile Justice

**Laqreshia Bates**, juvenile court counselor supervisor,  
 Piedmont Region District 21  
**Adrienne Becton-Marsh**, juvenile court counselor supervisor,  
 Western Region District 29  
**Catherine Goins**, youth counselor supervisor,  
 Chatham Youth Development Center

## Law Enforcement

**Eric Hill**, law enforcement agent, ALE District 06  
**Clay Joyner**, law enforcement agent, ALE District 04  
**Wendy Steele**, patrol telecommunications shift supervisor,  
 SHP Troop D/Telecommunications

# Retirements

**Retirements in October 2012 unless indicated otherwise.**

*Length of service expressed in years (y) and months (m).*

## Administration

**Frances Battle**, criminal justice planner I,  
Governor's Crime Commission, 29y9m

**Delilah Dove**, personnel technician I, Human Resources, 30y

**Carol McDonald**, office assistant IV, Internal Audit, 7y4m

## Adult Correction

**Johnny Burlison**, sergeant, Lanesboro CI, 12y3m

**Larry Byrd**, correctional officer, Johnston CI, 19y2m

**John Carlton**, correctional officer, Davidson CC, 10y8m

**Sammie Durden**, probation/parole surveillance officer,  
Community Corrections District 12, 19y6m

**Julianna Henry**, accounting clerk IV, Carteret CC, 31y4m

**Thomas Hodge**, correctional officer, Lumberton CI, 10y5m

**Miles Jordan**, lieutenant, Central Prison, 20y1m

**Lela King**, lieutenant, Fountain CCW, 21y1m

**William Markee**, facility maintenance supervisor III, Tyrrell PWF, 15y7m

**Alfred Matthews**, sergeant, Caledonia CI, 28y9m

**Sandra Montgomery**, professional nurse, Piedmont CI, 9y5m

**Melvina Moore**, food service officer, Raleigh CCW, 10y8m

**Philip Mueller**, correctional officer, Franklin CC, 25y6m

**Beth Phillips**, judicial services coordinator,  
Community Corrections District 6, 27y6m

**Janet Powell**, accounting clerk IV, Warren CI, 7y2m

**Philip Ragsdale**, correctional officer, Hoke CI, 8y

**Stephen Streit**, correctional officer, Randolph CC, 9y

**Johnny Strickland**, long distance truck driver,  
Correction Enterprises, 15y10m

**Charles Traylor**, correctional officer, Caledonia CI, 29y8m

**Ronnie Tucker**, correctional officer, Wayne CC, 29y8m

**John Wellons**, sergeant, Central Prison, 28y11m

**Gradon Wilds**, correctional officer, Buncombe CC, 29y1m

**Gary Williams**, correctional officer, Central Prison, 28y10m

## Juvenile Justice

**Robert Allen**, school educator I, Cabarrus Youth Development Center,  
29y6m

**Deborah Johnston**, office assistant IV, Piedmont Region District 21, 23y

# P a s s i n g s

## Adult Correction

**Tracy Alston**, correctional officer (August), Warren CI, 7y2m

**Jack Clark**, correctional officer, Avery-Mitchell CI, 14y11m

**Brian Phillips**, officer (July), Tabor CI, 2y7m

**Wilbur Reaves**, officer (September), Pender CI, 16y8m

**Richard Rhye**, substance abuse program administrator,  
Lumberton CI, 12y1m

## Law Enforcement

**Dustin Bowick**, trooper (August), Troop D District 6, 3y1m

## Lynch

from page 11

"I saw in her the attention to detail and her expertise in manufacturing even when she transported inmates to the plant as a correctional officer," he said. "It was obvious that she had production experience even then, and she has a true gift for the job that comes with product knowledge, years of experience and a love for the job."

The mutual respect among Lynch, her managers and her co-workers makes for a winning combination.

"I have two wonderful managers, who give me the freedom to be the best employee I can be," she said. "I have wonderful coworkers, who are always willing to step in and lend a helping hand."

Her workplace has a family atmosphere, Lynch said.

"We fellowship together and help each other," she said. "It's a great team here. And being the only female supervisor, being a family makes me comfortable."

The way Lynch goes about her daily responsibilities reveals that, to her, the job is not just about making products. It is about the "people."

"Working with inmates in the plant is also about trying to help them become rehabilitated," she said. "We try to prepare them so they will have some concept of what is expected of them outside the prison."

The work provides personal rewards, too, Lynch said. Along with providing products for state facilities, one of the customers is World Vision, a non-profit organization that provides body and laundry soap to poverty-stricken people in Third World countries. In addition to helping the people fight filth and disease, the soap production is ecologically friendly because it recycles materials that would have gone to landfills.

"It makes me feel good to be a part of that," she said.

Lynch said that seeing others do good work and succeeding is rewarding, but the best rewards are in relationships based on "honesty, firmness, fairness, consistency and keeping an open-mind."

Unusual production problems sometimes arise, yielding satisfying learning opportunities. Working as a team is the bottom line to the success of the plant, she said.

"We brainstorm and allow the inmates to give their input and ideas for solutions," Lynch said. "Very often the inmate suggests changes that have not been tried, and those ideas often work."

"When we come together and think through the problems, we are all successful and feel a sense of accomplishment. The entire team feels good."

With the plant producing 12 million bars of soap per year, it is easy to see why the facility and Lynch are widely recognized. Lynch has recently been named Correction Enterprises Employee of the Year. While others recognize her as a vital team player and the linchpin to a successful operation, Lynch's recipe for success is simple: heart plus leadership equals success.

"Whatever you decide to do in life you must put your heart in it," she said. "I feel that leadership without setting an example is failure."

"I see from time to time goodness and good things in an individual. But you have to lead by example, and set an example." ▀