


Memorandum



Date: November 13, 2023

To: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor 

Subject: Mayoral Appointment – Director of the Corrections and Rehabilitation Department

Pursuant to the authority vested in me under Section 2.02(C) of the Miami-Dade County Home Rule Charter, I hereby appoint Sherea Green to the position of Director of the Corrections and Rehabilitation Department (MDCR), effective immediately.

Sherea joined MDCR earlier this year after a two-decades long career in the Broward Sheriff's Office (BSO). She started her career in corrections as a typist in 1993 and rose through the ranks in the BSO, ultimately attaining the rank of Assistant Director/Major. Sherea holds a Bachelor of Science degree from Florida International University and a Master of Science in Criminal Justice from Florida International University. Her resume is attached for your reference.

Sherea has successfully served as Deputy Director and has been instrumental in helping MDCR achieve substantial compliance with the consent decree over the last several months. I am confident that, as Director, she will ensure the Department continues its forward progress toward lasting reform. Please join me in thanking Sherea for her service to Miami-Dade County and in congratulating her on her new role.

Attachment

c: Honorable Juan Fernandez-Barquin, Clerk of the Court and Comptroller
Geri Bonzon-Keenan, County Attorney
Gerald Sanchez, First Assistant County Attorney
Jess McCarty, Executive Assistant County Attorney
Office of the Mayor Senior Staff
Department Directors
Yinka Majekodunmi, Commission Auditor
Jennifer Moon, Chief, Office of Policy and Budgetary Affairs
Basia Pruna, Director, Clerk of the Board
Eugene Love, Agenda Coordinator



DEPUTY DIRECTOR SHEREA GREEN

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SKILLS SUMMARY

Dynamic Deputy Director with 28 years of correctional experience in spearheading the complex and extensive operational activities, with a focus on providing the highest level of protection and service to the citizens of Miami-Dade County. Skilled in planning, directing, and coordinating complex criminal justice activities for county correctional facilities and the related administrative, technical, and support service functions required for a large and diversified inmate population. Proven ability to apply advanced professional knowledge of the principles of management, public administration and correctional administration in directing, supervising and coordinating a large and complex metropolitan correction and rehabilitation system. Adept at defining and formulating departmental policy, programs, objectives, and direction; coordinating correction and rehabilitation policy with county, state, and federal agencies utilizing a \$349 million budget to uphold federal, state, county, and local jail standards. Strong ability to cultivate and maintain working relationships with local, state and national correctional organizations, identify trends and new developments applicable to correctional operations, and ensure departmental compliance with all required local, state and federal regulations and standards for the management of correctional facilities. Strategic in selecting highly qualified candidates through examining qualifications, work history, and background, while fostering diversity, equity, and inclusion. Advises career advancement and professional development opportunities for Staff Officers, Executives, Managers, and Supervisors. Consecutively attains organizational goals through succession planning by classifying areas of improvement to magnify subordinates' performance and morale. Implements process improvement strategies that increase productivity, reduce costs, and improve overall organizational performance by streamlining workflows to optimize operational efficiencies and drive business growth. Oversees 1,991 sworn and civilian staff responsible for daily custodial, care, and transportation activities of inmates within the detention facility. Supervises technical services functions including correctional training, health and welfare activities, and coordinating litigation activities, internal affairs, and professional compliance functions. Provides support services including pretrial release services and community corrections activities. Known for implementing strategic process improvement strategies that optimize operational efficiencies, drive business growth, and consistently achieve organizational goals.

EMPLOYMENT HISTORY

Deputy Director of Operations

2023 - Present

Miami-Dade Corrections and Rehabilitation Department

- Assists the Director, Miami-Dade Corrections and Rehabilitation Department in planning, directing, and coordinating complex criminal justice activities for County correctional facilities and related administrative, technical, and support service functions for a large and diversified inmate population
- Coordinates operations of inmate care, custody, and control activities through managing 1,991 subordinate sworn and civilian executive level professionals adhering to Florida Model Jail Standards, Prison Rape Elimination Act, federal, state, county, and local standards
- Plans and coordinates a variety of correctional support services, including inmate rehabilitation programs, pretrial release programs, food service management, and preventive/corrective maintenance for correctional facilities
- Organizes professional compliance activities, including inspections, auditing, and quality assurance
- Manages departmental administrative activities including departmental policy development and administration using a \$349 million budget
- Defines and formulates departmental policy, programs, objectives, and direction, partnering with the Mayor's Office, Board of County Commissioners, and other departments and agencies

- Maintains working relationships with local, state, and national correctional organizations to identify trends and new developments applicable to correctional operations
- Ensures that correction and rehabilitation goals and objectives align with County policies and the needs of the citizens of Miami-Dade County
- Governs departmental compliance with local, state, and federal regulations and standards for correctional facilities management
- Represents the department at meetings with governmental, business, professional, civic, and community groups, explaining policies, operations, and objectives
- Assists in reviewing organizational patterns, work relationships, staff responsibilities, and organizational structuring of the department to achieve goals effectively
- Meets with line and staff officers, executives, managers, and supervisors to discuss budgetary issues, correctional facility operations, legislative proposals, policies and procedures, and to establish priorities and implement enhancements
- Makes decisions regarding hiring, discipline, and promotion of subordinates, exercising authority delegated by the Department Director
- Possesses extensive knowledge of management and administration of large and complex correctional and rehabilitation detention center systems
- Demonstrates thorough knowledge of Miami-Dade County organization, interrelationships, and operation.
- Applies advanced professional knowledge of management, public administration, and correctional administration principles in directing and supervising a large and complex correction and rehabilitation system
- Utilizes comprehensive knowledge of local, state, and national regulations and standards applicable to the confinement and security of incarcerated individuals

Adjunct Professor

2020 - 2021

Broward College Institute of Criminal Justice Studies

- Facilitated engaging lectures and discussions on correctional practices and policies, providing in-depth insights into the criminal justice system's crucial components for both staff and cadets
- Developed and delivered a comprehensive curriculum tailored to meet the specific needs of the diverse student population by fostering a supportive and inclusive learning environment conducive to academic success
- Administered assessments and evaluations to gauge students' progress, adapting instructional strategies as necessary to ensure optimal comprehension of complex correctional concepts

Major / Assistant Director of South Operations - Department of Detention

2019 - 2021

Broward County Sheriff's Office

- Spearheaded daily operations at Broward detention facility, overseeing the management of security, healthcare, housing, mental health, medical, and rehabilitation services to promote safety and well-being of staff and inmates
- Directed and managed the fiscal aspects of the facility by finalizing expenditures utilizing a \$82 million budget to optimize the efficiency and cost-effectiveness from distributing adequate resources to critical areas such as mental health services, and education
- Highly praised by Colonel Josefa Benjamin, Broward County Sheriff's Office, as "one of the most engaging, focused, and dynamic leaders" in their agency.
- Implemented evidence-based practices for approximately 1,200 inmates by establishing policies and procedures to ensure secure and humane management of the detention facility
- Led and supervised 693 sworn and civilian staff responsible for the custody, care, control, transport, and well-being of inmates within the detention facility
- Delegated work responsibilities to Captains, Executive Lieutenants, Lieutenants, Sergeants, Deputies, and subordinate personnel engaged in various correctional activities, including security, contraband control, sanitation, laundry, medical care, food service, religious and recreational activities, visitation, and other related functions
- Coordinated litigation activities, internal affairs, and professional compliance functions, and provided guidance and support to Executives and Supervisors to ensure compliance with legal and ethical standards
- Streamlined operations through developing, reviewing, and establishing standard operating procedures for the department and post orders to ensure compliance with local and state regulations
- Provided timely and accurate information and analysis to support decision-making and resource allocation, counseling the Lieutenant Colonel/Colonel on matters related to the facility's operations and outcomes

- Empowered education programs, vocational training, substance abuse treatment, mental health services, and reentry planning to decrease recidivism rates
- Launched the development and implementation of the Department of Detention's highly successful Succession Planning Program, which provided staff with a clear pathway to upper management positions and resulted in the promotion of 14 employees into leadership roles
- Facilitated training and gathered resources on conflict resolution, communication, and cultural sensitivity to sustain positive inmate interactions with staff
- Harmonized with department lead to identify key competencies and leadership skills required for success in upper management positions, resulting in the creation of a comprehensive training program that met the unique needs of each candidate
- Conducted regular evaluations of the Succession Planning Program to measure its effectiveness to boost satisfaction rate in promoting staff into leadership roles, adhering to American Correctional Association, Florida Model Jail Standards, Prison Rape Elimination Act, federal, state, county, and local standards
- Served as a key stakeholder to define administrative and operational tasks, maintaining accreditation with ACA, FMJS, PREA standards, and all other regulations
- Designed and facilitated a 30-day training and mentorship program that significantly improved employee engagement and satisfaction
- Formulated departmental policy, programs, objectives, and direction, working collaboratively with the Board of County Commissioners to align with broader goals and initiatives
- Coordinated litigation activities, internal affairs, and professional compliance functions to maintain compliance with legal and ethical standards
- Remained abreast of emerging trends and best practices in correctional management to galvanize positive outcomes for inmates, staff, and the community
- Documented the performance of immediate subordinates in the Staff Management System
- Eradicated critical incidents, emergencies, and large-scale events within the detention facility using Jail Management System
- Monitored and evaluated the performance of staff and inmates leveraging data and metrics to classify areas of improvement and opportunities for intervention to strengthen staff morale and decrease inmate misconduct incidents
- Transformed security protocols by scaling security measures such as cameras, and access control systems to strategically minimize inmate-on-inmate violence
- Partnered cross-functionally with law enforcement and detention agencies on mutual issues, impediments, and problems to participate as a task force member within the department and the agency
- Minimized disciplinary incidents from defining guidelines for inmate behavior, disciplinary measures for rule violations, and protocols for managing conflicts between inmates

Captain
Department of Detention
Main Jail Bureau

2017 - 2019

- Led and managed a team of 200+ staff by effectively coordinating and delegating work to foster seamless execution of all correctional activities, including security, sanitation, laundry, food, and medical services within the defined operating budget to impact 1,500+ inmates
- Provided oversight of weekly comprehensive floor inspections and provided actionable recommendations to increase compliance with regulatory standards, resulting in improved operational efficiency
- Responded promptly to all complaints, concerns, and inquiries from inmates, the public, media, and outside agencies, while maintaining a high level of transparency and trust with all stakeholders
- Approved daily reports prepared by subordinates to deliver timely feedback and guidance on security problems and work incidents, reducing incidents of contraband smuggling
- Successfully developed and implemented new policies and procedures consistent with department goals, professional standards, and regulatory requirements, to boost operational efficiency and minimize costs
- Increased employee retention rates from integrating stakeholder feedback to streamline hiring, scheduling, transfer, and promotion standards

- Provided a safe and secure environment for staff, visitors, and inmates by refining effective security measures and disciplinary procedures, resulting in a reduction of security incidents within the first year of taking over the position
- Initiated investigations and reviews to pinpoint and resolve security threats while sustaining positive working relationships with law enforcement agencies and the community
- Represented the Major/Assistant Director at community meetings, appointments with County, State, and other events, acquiring strong relationships with key stakeholders to advocate for the interests of the department
- Examined and delivered recommendations concerning internal affairs cases, certifying that all investigations were conducted fairly and in accordance with department policies and procedures
- Focused on ensuring the professional development of employees within the department through organizing various training and development programs that contributed to an increase in employee satisfaction and retention rates

Executive Officer

2015 - 2017

North Broward Bureau

Paul Rein Detention Facility

Acting Executive Officer - Central Intake Bureau

2014 –2015

- Directed the planning, organization, and budget administration of the entire jail facility to optimize effective resource allocation
- Endorsed Captain in overseeing daily facility operations through providing leadership and guidance to staff, ensuring compliance with Florida Statutes utilizing a defined operating budget
- Monitored program financial data by reviewing contracts to track fees, billing terms, invoices, vendor agreements, and milestones while maintaining profit margins
- Regulated and managed a team of 300 Correctional Officers and support staff to bolster productivity, efficiency, and safety. Maintained oversight of the direct supervision and mental health facilities, ensuring the well-being of approximately 900+ inmates with mental health challenges, special needs, and medical issues. Supervised pre-magistrate holdings, court activities, confinement status, releasing, hospital details, and transportation of inmates
- Facilitated 2 successful Florida Model Jail Inspections for Miami Dade Corrections and Rehabilitation Department
- Served as a liaison between the correctional facility and community organizations by fostering partnerships to enhance the delivery of inmate services and programs

Detention Lieutenant

2011 - 2014

North Broward Bureau

Main Jail Bureau

Joseph V. Conte Detention Facility

- Provided leadership and oversight to a team of Correctional Officers and support staff through leading training and mentoring to guide a cohesive and high-performing team
- Administered disciplinary reports by overseeing inspections, searches, and controlled searches for contraband to investigate adverse incidents and unusual occurrences throughout staff shifts
- Maintained a safe and secure environment for all inmates, including high-risk, juvenile, and mental health populations with tact and diplomacy
- Reformed and enforced security regulations as Supervisor of the Policy Review Team, adhering to protocols to ensure the safety and security of all inmates
- Conducted regular staff meetings to communicate policy and procedural updates, fostering open dialogue to promote team collaboration and alignment with organizational goals

Detention Sergeant

2005 - 2011

Main Jail Bureau

- Accomplished compliance rate from refining inmate management, staff training, and facility operations policies and procedures to maintain compliance with all relevant regulations and laws
- Worked closely with other departments and agencies to coordinate efforts related to inmate rehabilitation, healthcare, and education to advance their skills and career trajectories
- Provided leadership and guidance to a team of Detention Deputies to oversee inmates by regulating facility inspections to meet all safety, health, and environmental standards
- Delivered safety and security of inmates, staff members, and visitors by enforcing frequent security checks and responding promptly to all incidents

- Reduced safety incidents from producing new staff training protocols and procedures to improve staff productivity
- Conducted regular performance evaluations and provided feedback to staff members to amplify overall job performance and staff morale
- Maintained open lines of communication with staff members and inmates to actively solicit feedback and suggestions that addressed issues proactively
- Built and maintained effective working relationships with other departments and agencies to successfully execute cross-functional initiatives

Detention Deputy
North Broward Bureau
Main Jail Bureau

1997 - 2005

- Maintained safety and security within the facility by supervising and monitoring inmates, communicating effectively with their families to provide information and guidance regarding institutional policies and procedures
- Validated that all equipment and systems were functioning properly and complied with all relevant safety and security regulations to complete daily inspections
- Trained and mentored new staff members on institutional policies and procedures, as well as provided ongoing support and guidance to promote a positive work environment
- Conducted regular cell checks to verify headcounts to enforce all rules and regulations. Collaborated with other deputies and staff members to respond to emergency situations of disciplinary confinement, infirmary, and with mentally challenged inmates
- Fulfilled booking and intake procedures for new inmates by verifying the accuracy of paperwork and documentation
- Assisted in the transportation of inmates to and from court hearings, medical appointments, and other required destinations to warrant necessary security measures were taken
- Administered regular inspections of the facility to ensure that all equipment and systems were functioning properly and complied with all relevant safety and security regulations

Correctional Officer
Florida Department of Corrections - South Florida Reception Center

1995 - 1997

- Preserved a secure and orderly environment by effectively supervising, monitoring, and controlling inmate behavior, resulting in a reduction in disciplinary infractions from examining audio and visual surveillance
- Ensured facility security and safety through regular patrols, security measures, and contraband searches to prevent the introduction of illegal items
- Responded to emergency situations per month by providing first aid to injured individuals
- Utilized adaptability, critical thinking, and problem solving skills to restrain assaultive inmates and transfer them safely to appropriate departments
- Improved inmate satisfaction by providing direct support and guidance on institutional rules and expectations, as well as processing new admissions and transfers
- Generated accurate reports and recorded disciplinary actions in accordance with federal policies and regulations
- Prepared thorough and accurate investigative, narrative, incident, disciplinary, and other reports for departmental documentation, ensuring compliance with all relevant policies and procedures

EDUCATION

Florida International University, Miami, FL, United States

Master of Science degree 05/2006

Credits Earned: 60 Semester Hours

Major: Criminal Justice

Relevant Coursework: Criminal Justice Policy Analysis, Criminological Theory, Data Analysis in Criminal Justice, Research Methods in Criminal Justice, Transnational Crime and National Security

Florida International University, Miami, FL, United States

Bachelor of Science degree 05/2004

Magna Cum Laude

Alpha Phi Sigma Criminal Justice Honor Society and Phi Kappa Phi National Honor Society

Credits Earned: 120 Semester Hours

Major: Criminal Justice

Relevant Coursework: Criminal Justice and the Constitution, Criminological Theory, Introduction to Criminal Justice, Professional Development in Criminal Justice, Research Methods and Analyses in Criminal Justice, Senior Capstone in Criminal Justice

TRAININGS, CERTIFICATIONS, & LEADERSHIP

The Florida Jail Standards Committee, State of Florida

Training 2014 - Present

Concentration: Florida Jail Services Inspector

No-Nonsense Training Solutions, Fort Lauderdale, FL

Training 2018

Concentration: No-Nonsense Leadership Express Boot Camp

Calibre Press, Fort Lauderdale, FL

Training 2017

Concentration: Finding the Leader In You

Calibre Press, Fort Lauderdale, FL

Training 2016

Concentration: Women in Command

National Organization of Black Law Enforcement Executives, Alexandria, VA,

Certification 2016

Concentration: Train-the Trainer Class – The Law and Your Community

University of Louisville, Department of Criminal Justice, Louisville, KY

Certification and Course 2016

Concentration: The Southern Police Institute / Command Officers Development Course

Miami-Dade Public Safety Training Institute, Miami, FL

Certification 2015

Concentration: Advanced CIT for Corrections Personnel

State of Florida

The Commission on Criminal Justice Standards and Training

Certification 2015

Concentration: Advanced Training Certificate - Managing and Communicating With Inmates and Offenders

American Jail Association, Huntsville, TX

Certificate 2013

Concentration: The National Jail Leadership Command Academy

Florida Department of Law Enforcement, Fort Lauderdale, FL

Certificate 2013

Concentration: Florida General Instructor Techniques

Pompano Beach Chamber of Commerce, Pompano Beach, FL

Certificate 2012

Concentration: Leadership North Broward

Relevant Coursework: American Federal Government, Constitutional Law, Criminology, Critical Thinking/Ethics, Corrections

Nova Southeastern University, Davie, FL
Certificate 2011
Concentration: Executive Leadership Program

Broward Community College – Institute of Public Safety, Broward County, FL
Certificate 2006
Credits Earned: 434 Semester Hours
Concentration: #37 Cross-Over Correctional to Law Enforcement Training Program
Relevant Coursework: Communication, Conducted Electrical Weapon/Stun Gun, Crimes Against Persons, Crimes Involving Property and Society, Crime Scene Critical Incidents, Crossover Program Updates, DUI Traffic Stops, Follow-up Investigations, Fundamentals of Patrol, Interviewing and Report Writing, Introduction to Law Enforcement, Law Enforcement Vehicle Operations, Legal, Serving Your Community, Traffic Crash Investigations, Traffic Incidents,

ACCOMPLISHMENTS

“Leadership Award”, Discover The Beauty Women Empowerment Inc.	07/2023
“Our Sheros and Ladies of Liberty Award”, Young Women Facing Their Future Inc.	01/2022
“High Achievers Award”, Broward County Business and Professional Women’s Network	05/2016
“Pacesetter for Women in Law Enforcement Award”, State Representative Gwyndolen Clarke-Reed District 92	08/2015
“Honoring Women That Serve in the Community”, Barry University	03/2015

PROFESSIONAL AFFILIATIONS

Florida Sheriff’s Association	2018 - Present
National Sheriff’s Association	2018 - Present
International Association of Professional Women	2016 - Present
American Jail Association: *Certified Jail Manager*	2018 - Present
Broward County Business and Professional Women’s Network, First Vice President	2015 - Present
American Jail Association, General Member	2012 - Present
National Organization of Black Law Enforcement Executives	2012 - Present
City Readiness Coordinator for Department of Detention	2019 - 2021

CORRECTIONS KNOWLEDGE

- *Compliance Auditing*
- *Contracts*
- *Correctional Operations*
- *Legal Operations*
- *Negotiations*
- *Succession Planning*

SPECIALIZED SKILLS AND ABILITIES

Technical Skills

Operational Efficiency, Rehabilitation Programs, Budget Management, Strategic Planning, Staff Management and Development, Policy Development and Implementation, Vendor Management, Project Management, Program Management, Employee Safety and Training, Stakeholder Relations, Facility Maintenance, Performance Metrics Tracking, Emergency Preparedness and Response, Security Protocols, Inmate Supervision, Inmate Management, Crisis Management, Conflict Resolution, Emergency Preparedness, Report Writing, Law Enforcement Procedures, Gang Activity Mitigation, Courtroom Compliance, Risk Assessment, Risk Management, Inmate Classification, Inmate Transportation, Cell Searches, Legal, Microsoft Word, Microsoft Outlook, Microsoft PowerPoint, Documentation, Regulatory Compliance

Soft Skills

Leadership, Interpersonal, Time Management, Critical Thinking, Conflict Resolution, Written Communication, Oral Communication, Empathy, Public Speaking, Adaptability, Teamwork

COMMUNITY IMPACT

- Eyes Have Not Seen & Ears Have Not Heard, Author** **2021 - Present**
- Thought-provoking book on leadership, professional law enforcement experiences, and personal values
 - Emphasizes the importance of cultivating a mentoring spirit to develop resilience, determination, and humility as essential attributes for successful leadership
 - Highlights practical tips on guiding succession planning that foster productive ideas and progression
- GIRLprofessionals, Chief Operations Officer** **2022 - Present**
- Offers business owners and entrepreneurs resources, leadership, and mentorship to grow and build their business
- 93rd Street Community Baptist Church, Princess Ministry Assistant Coordinator / Mentor** **2019 - Present**
- Targets young women between the ages of 12 - 18 through mentorship and advocacy for education, self-esteem, and fellowship
- Moms2Moms / 58 Foundation Inc., Treasurer** **2017 - Present**
- Provides collective support in educating the community about major events which impact families, healthcare, violence prevention, coping with tragic events, and charter stable financial futures
- Healthy Hire Healthy Retire, Vice President** **2019 - 2021**
- Advocated for first responder healthcare by raising awareness and improving standards for physical and mental health
- Broward College Institute of Criminal Justice Studies, Adjunct Instructor** **2020 - 2021**
- Educated Cadets on detention and correctional standards and regulations