

**CLORA ADKINS**

20533 Biscayne Boulevard, #476 • Aventura, FL 33180  
Cell: (786) 281-1652

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**CURRICULUM VITAE**

**CORRECTIONAL EXPERIENCE OVERVIEW**

I began my career as a Miami-Dade correctional officer in 1984 and has served as the Assistant Director of the Juvenile Assessment Center (JAC), currently known as the Juvenile Services Department located in downtown Miami, Florida.

In 1995, I was selected by the Miami-Dade County Manager to serve on the steering committee for the planning and implementation of the first Juvenile Assessment Center (JAC) in Miami-Dade County. I was subsequently transferred to the Miami-Dade Police Department (MDPD) to work with team members from the State Attorney’s Office, Public Defenders Office, Miami-Dade Police Department, Department of Juvenile Justice, Miami-Dade Rehabilitation Services Bureau (TASC), Juvenile Courts, and the Dade County Public Schools. Being the only person on the team from the Miami-Dade Corrections and Rehabilitation Department (MDCRD), I worked with a committee to help design the security layout of the facility including the holding cells, placement of booking equipment, fingerprint machines and specialized seating for incarcerated juveniles. Additionally, I was responsible for all the operations procedures including the training procedures, written by me, for all 30 police municipalities as it relates to processing juveniles into the facility. It was mandated that all officers in their respective agencies become trained with this manual before escorting juveniles to the facility. MDPD lieutenants reported to me as well as MDPD police records specialists which was a first for the MDCRD. The Miami-Dade Juvenile Assessment Center Standard Operating Procedure Manual was written by me which included administrative, operations, intake/release and use of force procedures.

During my tenure and oversight of the JAC, it was the largest and most comprehensive facility of its kind in the United States. Additionally, we visited other facilities across the state to discuss the implementation of similar sites. The director of the JAC would travel to Europe to speak about the facility and we would have visitors regularly frequent the JAC to take back ideas to their agencies.

In order for the JAC to be established as a Criminal Justice Agency, I worked jointly with the Federal Bureau of Investigation (FBI) and the Florida Department of Law Enforcement (FDLE) to allocate an ORI number to the Center, which certified the facility as a law enforcement agency.

My jail experience at the MDCRD included working at each of the facilities of the 4<sup>th</sup> largest correctional jail system in the country. When I started my career, the MDCRD was just beginning to hire more women to work in the department. I have extensive experience and expertise in the daily operation and staffing of small, medium, and large jail facilities within the MDCRD. I have over 27 years of extensive experience in intake and screening procedures; staff negligence; staff use-of-force; prisoner access to medical and mental health care; in-custody deaths; inmate suicide; sexual assault by staff/other prisoner; conditions of confinement; inmate classification, housing and supervision; strip/body cavity searches; jail record procedures;

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accommodations for disabled prisoners; jail/prison standards, policies and procedures; and the training of correctional staff, and supervisors.

I created the first braille inmate handbook of its kind in Florida's jail system with the assistance of the Miami Lighthouse for the Blind. The handbook was created for the Women's Detention Center (WDC). Additionally, I also created the first inmate orientation video for the WDC and the first Spanish inmate handbook. I obtained Turner Guilford Knight Correctional Center (TGK) accreditation for the first time which is the highest standard of a jail correctional facility and also the WDC was re-accredited under my watch. I worked with Miami-Dade County Americans with Disabilities Act (ADA) office to retrofit the WDC for handicapped inmates and bring the facility into compliance with the ADA and related laws. This project focused on handicapped visitors as well.

I have experience in the supervision of mentally ill inmates housed in MDCRD facilities and working in concert with the county judges over the years to have this population receive the mental health treatment they deserved. Also worked with the judges and community advocates to create a comprehensive and coordinated system of care for individuals with serious mental illnesses who are frequently arrested and housed in jails but require mental health treatment outside of the criminal justice system. I have also trained and monitored staff in suicidal prevention at all MDCRD facilities. Worked in the Standards and Compliance Unit writing departmental policy and procedures.

Trained and sprayed on during training with chemical weapons, trained in use of force techniques, correct application of handcuffs, incident report writing, trained in how to deal with difficult inmates, and I've taught officers universal precautions in the prevention of HIV and other communicable diseases, training of officers in using interpersonal skills to deescalate conflicts in dealing with difficult inmates to reduce use of force incidences. I am trained in cell extraction, and the use of video when conducting cell extractions, restraint chairs and spit masks. I am trained in prisoner transport locally and out of Miami-Dade County and the proper loading and unloading of inmates for transportation.

First female placed in charge of the disciplinary unit at the TGK facility that housed inmates with mental health issues, those awaiting transport to prison after sentencing to death and life, hard to manage or unruly inmates, inmates that had to be isolated from others in administrative confinement and those on suicidal watch. Many were housed in this unit when transported from prison to county court hearings or returning for appeal hearings.

As the captain in charge of thousands of inmates and several hundred officers over the years, I have reviewed many uses of force incident reports, investigated inmate allegations of abuse, served on many Internal Affairs panels, and was responsible for writing the disposition for internal affairs cases of which I served. I have reviewed inmate death cases, suicidal cases, and officer excessive use of force cases.

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At the MDCRD, I met with various police agencies in Miami-Dade to discuss intake procedures regarding their arrestees. As the captain in charge of intake and release procedures including the release of inmate property, I had the responsibility of writing policy and procedures for the Pre-trial Detention Center and the TGK facility. I was also responsible for the training of all staff in those facilities that were assigned to the Intake and Release Bureau. I was thoroughly familiar with booking and releasing inmates as well. Additionally, I was responsible for writing policy for medically screening inmates that were waiting to be booked, procedures for those who were brought into the jail that were injured as well as those that were released that needed medication.

Serving under several department directors, I have assisted with responding to inmate complaints that were forwarded from the county managers office as well as correspondence from the Department of Justice (DOJ). I worked with the U.S. Immigrations and Customs Enforcement (ICE) agency to develop a system to detain immigrants arrested and housed at the PTDC and to arrange pickup and keep track of inmates for reimbursement of expenses to house and feed the detainees until ICE pick-up. I oversaw the Boot Camp Program for juvenile cadets which was housed on the same compound as the Stockade facility of which I served as captain.

Received a Bachelor of Arts degree in Organizational Leadership and received hundreds of in-service hours of training in the MDCRD department, attended jail seminars, received numerous professional certifications and commendations and obtained over 27 years experience working in administrative and operational positions within MDCRD and the juvenile system outside of corrections. Held positions from the beginning of my career as an officer, corporal, sergeant, lieutenant, captain, assistant to the MDCRD department director, and acting chief. Also held positions as assistant director and acting director of the JAC.

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**Clora Adkins**

June 2021 - present

Consultant

Serves as a consultant to attorneys in reviewing jail and prison legal cases. Assists attorneys in jail and prison use of force cases.

**Insurance Broker**

September 2016 - present

Insurance agent with a license to sell, health, life and annuity products.

**Keller Williams Eagle Realty**

March 2016 – present

Realtor

Show residential properties and demonstrate the features and benefits of available homes, commercial properties, and vacant land.

**McMullen Opportunity Center**

Executive Director and Founder

September 2012- present

Direct all aspects of nonprofit organization. Oversee the Human Trafficking Program to accomplish our mission to prevent sex trafficking by educating the public and raising awareness in our schools with administrators, health department officials, medical professionals, churches, etc.

**Court Services Bureau**

December 2011

Bureau Supervisor/Correctional Captain

Direct all planning, budgeting, and operational initiatives for a \$15.3 million, 150+ employee operation. Served as the liaison between the MDCRD and the courts. Frequent meeting with the judges to ascertain if they were experiencing operational issues from correctional personnel. Court Services Bureau staff is responsible for security of the inmates in the courtroom from outlying facilities and secure transport back to the Pre-trial Detention Center.

**Notable Accomplishments:**

- Broad range of experience in every major Bureau and Division in the Department.

**Turner Guilford Knight Correctional Center**

2010 - 2011

Facility Supervisor/Correctional Captain

Direct all planning, budgeting, and operational initiatives for a \$31 million, 300+ employee operation. TGK is a third-generation facility that houses males, females, and juveniles.

**Notable Accomplishments:**

- Analyzing ways to conduct roll calls through the use of a computer utilizing video and audio features. Computer enhanced roll call is cost effective and will reach a greater span of staff at the same time.
- As a result of my innovative suggestion to initiate a departmental roll call system using computer-based applications, the first "Captain's Blog" was initiated. Each entity has the

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opportunity to disseminate training information, policy changes, staff commendations, safety and security updates, etc., to staff under their area of responsibilities 24 hours a day.

- Served in acting chief position in absence of division chief.

**Intake and Release Bureau**

2008 - 2010

Bureau Supervisor/Correctional Captain

Direct all planning, budgeting, and operational initiatives for an \$11 million, 300+ employee operation. Manage staff in every facility in the Department.

**Notable Accomplishments:**

- Reduced the number of days inmates are detained in our custody on Immigration Holds after all local charges have been satisfied.
- Established Intake Unit for two booking facilities.
- Reduced the processing time from two hours to 30 minutes for police officers processing newly arrested inmates through the intake, booking, and property processes.
- Served in acting chief position in absence of division chief.

**Women's Detention Center**

2005 - 2008

Facility Supervisor/Correctional Captain

Served as the facility supervisor of the only female detention facility in Miami-Dade County. Managed a staff of 125 employees and a budget of \$10 million dollars. Directed all operational functions, which involved maintaining the safety and security of all staff, and property, as well as overseeing the care, custody, and well-being of inmates housed at the Women's Detention Center. In 2008, the Women's Detention Center received re-accreditation status under my leadership with high marks.

**Notable Accomplishments:**

- Established the first Braille Inmate Handbook
- Created the first Spanish Inmate Handbook
- Developed the Department's first Inmate Orientation Video/audio and video
- Developed the Department's first Public Information Video/audio and video
- Helped prepare the facility for numerous state and local inspections.
- Served in acting chief position in absence of division chief.

**Training and Treatment Center**

2003 -2005

Facility Supervisor/Correctional Captain

Served as the facility supervisor of a 1200 bed male facility. Managed a staff of approximately 200 employees and a budget of \$16.5 million dollars. Directed all operational functions, which involved maintaining the safety and security of all staff, and property, as well as overseeing the care, custody, and well-being of inmates housed at the facility.

**Notable Accomplishments:**

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- Created and revised outdated facility post orders and standard operating procedures.
- Received high marks on internal inspections and FMJS Inspections.
- Served in acting chief position in absence of division chief.

**Juvenile Assessment Center**

1999 - 2003

Assistant Director

Responsible for the day-to-day operations of the centralized intake/booking, referral, and evaluation center for all juveniles arrested in Miami-Dade County. The Juvenile Assessment Center is the largest and most comprehensive facility of its kind in the United States.

***Notable Accomplishments:***

- Assisted with the long-range planning, directing, and reviewing administrative operational activities associated with booking, fingerprinting, substance abuse assessment, detention risk assessment and diversion recommendations.
- Assisted the JAC Director with the development and implementation of juvenile services functions and defining the scope of the JAC partnership activities.
- Conducted the background work to have the JAC established as a Criminal Justice Agency. Worked jointly with the FBI and FDLE to allocate an ORI number to the Center, which certified the facility as a law enforcement agency.

**Juvenile Assessment Center**

1997 - 1993

Administrative Lieutenant

***Notable Accomplishments:***

- Developed, managed, and directed the process flow for the operational activities of the booking, intake and release processes.
- Developed all policies, procedures and JAC forms used for the processing of juveniles.
- Assisted with the development of the training sessions and protocol procedures for all law enforcement agencies in Miami-Dade County.
- Served as the liaison within the Miami-Dade JAC to law enforcement agencies, the general public, and governmental officials.

**Miami-Dade Juvenile Assessment Center Steering Committee**

1995 – 1997

Correctional Lieutenant

In 1995, selected by the Miami-Dade County Manager to serve on the steering committee for the planning and implementation of the Miami-Dade Juvenile Assessment Center. Transferred to the Miami-Dade Police Department to work with team members from various agencies to open the first Juvenile Assessment Center in Miami-Dade County.

**Director's Office**

1993 - 1995

Administrative Assistant to the Department Director

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Supported the Director by directing and coordinating the daily activities of the Director’s office that would directly or indirectly impact various Corrections and Rehabilitation’s bureaus, divisions, sections, and offices of 2,300 employees and 7,500 inmates of the Miami-Dade County correctional system.

- Conduct appropriate inquiries/research and provide objective resolutions in matters of interest/concerns to the office of the Director.
- Act as a representative of personnel within the Department and a liaison to the appropriate ethnic organizations while simultaneously being a significant contributing factor to positive morale, motivation, and direction of the Department

**Standards and Compliance Correctional Sergeant**

1993

Monitored departmental compliance with all policy and procedures, rules and regulations, State, Federal and Local Laws as mandated by Florida Chapter 33-8, and Accreditation Standards. Acted as liaison with the prison inspector for the Corrections and Rehabilitation Department. Handled special projects for the Department director.

Various Facilities

Correctional Sergeant

1990 - 1993

Various Facilities

Correctional Corporal

1987 - 1989

Various Facilities

Correctional Officer

1984 – 1987

Maintained security and care on a shift during tour of duty for inmates while assigned to various department facilities. Responsible for directing the movement, work and recreational activities of inmates. Transported inmates to and from his/her housing facility, court, and medical facilities. Responsible for interpreting and enforcing facility rules of conduct. Restored order during disturbances and emergencies. Observe and report on behavior of inmates. Inspect and patrol living quarters and other facility buildings, grounds, and equipment to maintain security. Search inmates and quarters for contraband. Direct the work of other correctional officers. Maintain records and files.

**EDUCATION**

Miami-Dade Community College

Bachelor of Arts · Organizational Leadership · St. Thomas University · Miami, FL

Florida Real Estate License – October 2013

Insurance License – 2014

Continuing Education Courses in Real Estate

Certified Distressed Property ... Property Expert® (CDPE)

Designated REALTOR®)

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**CERTIFICATIONS**

Florida Criminal Information Communications Systems 1998  
Florida Department of Juvenile Justice Quality Assurance Peer Reviewer 1997  
Certified Entry-level Assessor (for Corrections) 1989  
Certified Correctional Officer South Florida Institute of Criminal Justice 1984  
Law Enforcement Media Certification  
Certified Jail Manager Certification

**TRAINING AND CAREER DEVELOPMENT**

Prepare Florida – Weapons of Mass Destruction and Incident Command System 2004  
Civilian Applicant Recruitment and Selection Process 2004  
Corestat Training Program, Corestat Data Collection 2003  
Strategic Planning Training 2003  
Ethics Training 1999  
Correctional Leadership Development - 1998  
Performance Evaluations Supervisor Training 1994  
Legal, Medical and Management Issues in the County Jail- 1994  
Communicating with Diplomacy and Tact - 1994  
Instructors Techniques Workshop 1993  
Criminal Justice Administration - 1992  
Transition to Management - 1992  
Advanced Report Writing and Review - 1991  
Powerful Administration Writing II - 1991  
Kingian Non-Violence Workshop - 1991  
Law Enforcement and Correctional Officers Language Training Program (Spanish) - 1990  
Correctional Supervision Training Program - 1989  
Operational Supervision - 1989  
Criminal Justice Information Systems Training - 1989  
Inmate Profile System - 1987  
Fire Safety - 1985



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**PROFESSIONAL MEMBERSHIPS**

National Organization of Blacks in Law Enforcement (NOBLE)  
Chamber of Commerce Board Trustee  
Police Benevolent Association (PBA) 1984 – 2011  
American Correctional Association - Present  
American Jail Association – Present  
Florida Council on Crime and Delinquency - Present  
National Criminal Justice Association – Present  
Retired Police Officers Council – Present  
North American Association of Wardens & Superintendents (NAAWS) – Present

**BOARDS AND ORGANIZATIONS**

United Way of Greater Miami Leadership 1990-2011  
American Diabetes Association Captain 2017-2018  
Miami Children's Museum's Educational Advisory Committee 2003  
Community Crusade Against Drugs  
Miami Dade Urban League 1990  
Miami Association of Realtors  
National Association of Realtors  
The Woman's Club of Miami  
General Federation of Women's Club  
Family Action Network Movement (FANM)  
Rotary Club  
Ruth's List Miami  
Seminole Chapter 10, Jerusalem Grand Chapter  
Women's Chamber of Commerce  
Miami-Dade County Commission for Women  
Safespace Foundation  
Women's History Coalition of Miami-Dade County

**AWARDS AND HONORS**

Letter of Commendation, Employee Suggestion Program from Director Charles Felton 1993  
Certificate of Appreciation, Women's Role Models 1994  
Award for Outstanding Community Service, O.M.C.O. 1994  
Letter of Appreciation, Nigerian Consular Tour from Director Charles Felton 1994  
Certificate of Appreciation, Outstanding Community Service 1990  
(Metropolitan Dade County Board of County Commissioners)  
Letter of Commendation, Overtown Disturbance from Director Fred Crawford 1988  
(1980 McDuffie Riots)  
Correctional Officer's Training Class (COT) #38 1984

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- Academic Award – 1<sup>st</sup> female in Corrections to receive
- Certificate of Achievement, Overall Performance
- Certificate of Achievement, Marksman (Firearms)

**MEDIA ACTIVITIES**

Guest on television show - Focus on South Florida Channel 7 - 2002

Mental Health and Juveniles

Guest on radio show - Hot 105.1 2002

Round table discussion of Juvenile Assessment Center Program

Homeland Security from the Citizens' Perspective 2004

Town Hall Meeting with Secretary of the Department of Homeland Security

United Way Fund-Raiser 1988

C&R Fashion Show

Muscular Dystrophy Telethon 1984

Telephone Bank