



Executive Director Position Available
Apply by May 4, 2018

Welcome to SCORE

Looking for one of the best opportunities in the Corrections Industry—one that is in an amazing location and is governed by a progressive and effective governing board. If so, please read on.

The South Correctional Entity (SCORE) is a regional agency whose primary responsibility is to meet the misdemeanor jail needs for seven cities (Auburn, Burien, Des Moines, Federal Way, Renton, SeaTac, and Tukwila with a combined population of over 406,000) in South King County, Washington, and contract agencies. It operates an 802 bed facility, including a 29 bed medical observation unit. Since opening in 2011, it has proved to be one of the most innovative and effective misdemeanor correctional facilities in the country.



Located in south King County, the SCORE facility is in Des Moines, WA, about a mile south of the Seattle-Tacoma International Airport (SeaTac)—halfway between Seattle and Tacoma. The area is a wonderful and sought-after location to live, work, and play. It is known for its natural beauty as well as its outstanding recreational, educational, and cultural activities. A few miles to the west lies the Puget Sound and, on a clear day, the mountain views are spectacular.

The area is a nature lovers' paradise. Parks abound and are heavily utilized. Too numerous to name, a few examples include Game Farm Wilderness Park (72 acres) in Auburn, Seahurst Park (covering 178 acres on Puget Sound) in Burien, Saltwater State Park (87 acres) in Des Moines, West Hylebos Wetlands Park (120 acres) in Federal Way, Gene Coulon Memorial Beach Park (57 acres) in Renton, Highline SeaTac Botanical Garden in SeaTac, and Duwamish Hill Preserve in Tukwila

If local recreational opportunities are not enough, Mount Rainer is 60 miles to the southeast. The Pacific Ocean is 80 miles to the west, and in between is the Olympic National Park. The latter covers over 1,400 square miles and contains ecosystems varying from the dramatic peaks of the Olympic Mountains to old-growth forests. It is only two hours to the ocean or skiing, and only three hours to Portland, Oregon, or Vancouver, British Columbia to the south and north respectively.

The area offers retail from boutiques to malls, a wide variety of excellent restaurants, and ample employment opportunities. The arts thrive here and events include orchestra concerts, live theater, dance groups, and art



Figure 1: SCORE location

galleries. Festivals occur year-round, and from May to October, many cities host farmers' markets. Civic pride abounds and is manifested in volunteerism and community events such as July 4th parades and holiday celebrations.

The area's population is diverse and residents are energetic and welcoming. They love their natural and public spaces and protect them. Neighborhoods are inviting, valued, and, for the most part, very quiet. In spite of being part of a large metropolitan area, local cities have a small town charm where neighbors help their neighbors. Housing ranges from starter homes to mansions along with condominiums and apartments of all sizes. The public schools are excellent

and opportunities for higher education provide students with an array of strong choices, the most prominent of which is the University of Washington. Weather-wise, you will find the climate to be pleasant with moderately warm summers and cool winters.

Beyond south King County lies the City of Seattle, the nation's 22nd most populous city, and home to some of the nation's best known companies (Amazon, Starbucks, and Weyerhaeuser). It is an easy commute via buses, cars, and light rail. Seattle is home to the Seattle Symphony Orchestra (which is among the nation's most recorded), the Seattle Opera and the Pacific Northwest Ballet. Sprinkled throughout it are over two dozen theater venues.

The Seattle International Film Festival, the annual Antiquarian Book Fair & Book Arts Show, and the Seattle Art Museum add to the area's culture. The Woodland Park Zoo, the Aquarium, and the Pacific Science Center are other oft visited venues. Pier 57 on Seattle's Puget Sound waterfront oozes character and provides a breathtaking view from the Seattle Great Wheel, one of the largest Ferris wheels in the United States. Sports enthusiasts will enjoy professional games played by the Seahawks (NFL), Mariners (MLB), Sounders (MLS), Storm (WNBA), and, of course, the University of Washington's well-respected Huskies.

When it is time to get away, travel is easy. The Seattle-Tacoma International Airport is the largest airport in the Pacific Northwest, the eighth-busiest in the country, and a gateway to the world. The Port of Seattle is home to multiple cruise lines.

With culture, scenic beauty, serenity, recreational opportunities and a great organization to work for, this opportunity is too good to pass by. So please dust off your resume and apply.

HISTORY

Until recently, King County housed the majority of the area's misdemeanor inmates. Due to future capacity concerns in the early 2000s, it notified local cities that by 2012, they would need to make other arrangements for inmate housing. In particular, county jails would no longer be able to accept inmates accused or convicted of misdemeanor crimes based on projected needs. Discussions ensued among local jurisdictions and in early 2009, the cities of Auburn, Burien, Des Moines, Federal Way, Renton, SeaTac, and Tukwila (together, the "Member Cities") joined together under the authority of the Interlocal Cooperation Act (chapter 39.34 RCW) to build a new jail (the first regional jail in Washington). They also established an independent governmental agency, the South Correctional Entity or SCORE, to operate it. SCORE is a separate administrative governmental entity (quasi-municipal corporation) with the purposes and authority as described in its formation interlocal agreement. Further, they created the South Correctional Entity Facility Public Development Authority (SCORE PDA) as a funding vehicle to issue bonds to provide long-term financing for the construction of the facility.

Ground was broken on the 16-acre site for the facility in December 2009. In July 2010, SCORE hired its first employee, the Executive Director, and she began hiring other staff. In July 2011, the facility reached substantial

completion and the facility opened and began housing misdemeanor inmates for the Member Cities and other state, tribal, and local jurisdictions that contract with SCORE for inmate housing services.

SCORE is widely recognized for its achievements. It won the Facility of the Month from Correctional News in January 2011, was accredited by the National Commission on Health Care in 2014 and 2017, received the accreditation in 2016 from the Washington Association of Sheriffs and Police Chief, and earned a 100% rating from its first Prison Rape Elimination Act audit in August 2015.

SCORE

As the first truly “regional” jail in Washington State, SCORE is responsible for managing the misdemeanor jail needs for its seven Member Cities (with a combined population of a little over 406,000). SCORE also provides inmate housing services to 36 other agencies on a contractual basis (as of 2017). Overall, in 2017, SCORE had an average daily population of 614, total bookings of 24,763 and daily average bookings of 68. Its strategic focuses are: (1) foster an engaged and respected staff; (2) maintain safe operations; (3) engage in innovative, efficient and sustainable business practices; (4) encourage effective partnerships; and (5) impact offenders positively (see Figure 3). It prides itself on being a progressive jail with



With a goal of connecting inmates with to services in the community; SCORE prepares inmates to be released back into their community with options and resources to make a positive change and reinforce and maintain good habits.

For more information regarding inmate programming you may contact the SCORE Programs Lieutenant.

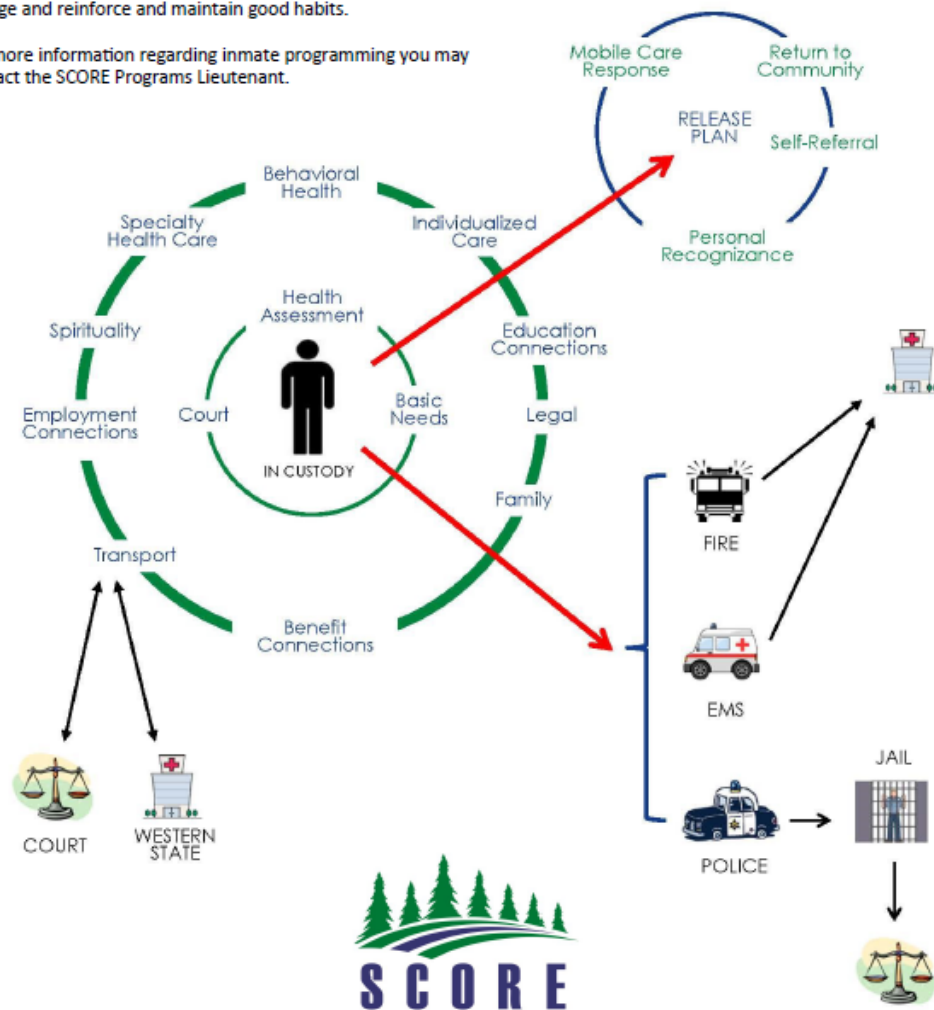


Figure 2: Person-Centered Programming

state-of-the-art facilities. It is data driven with electronic billing, records and security technology. Further, it provides real time court appearances for more than 16 jurisdictions connecting offenders with courts via video court.

SCORE is governed by the seven-member Administrative Board, each member is designated by and represents one of the Member Cities. The Board is currently comprised of the Mayor or City Manager of the respective city, or his or her designee. Each of the governing Board Members has an equal vote and voice in all Board decisions. That said, certain decisions (such as votes regarding debt, approval of

the budget, employment of the Executive Director, and labor contracts) require an affirmative vote of a supermajority (majority plus one) of the Member Cities, two of which shall have the highest and the second highest average daily population in the SCORE facility for the 12-month period ending March 31 of the preceding year. The Administrative Board operates collegially and meets approximately once a month. Members have a great deal of respect for agency staff and universally recognize them as talented individuals. The Administrative Board is supported and advised by the Operations Board (composed of each city's Police Chief and up to

two at-large members representing subscribing agencies) and a Finance Committee (composed of each city's Finance Director).

SCORE had a total 2017 operating budget of \$39,789,576 and a capital budget (handled by the SCORE PDA) of \$6,961,979. As of December 31, 2017, the outstanding debt was \$76,170,000, which is payable from and secured by the Member Cities. SCORE has 176 authorized positions—140 are corrections officers (although only 106 are currently filled) and 36 are administrative. The ratio of administrative personnel to officers is somewhat higher than most such

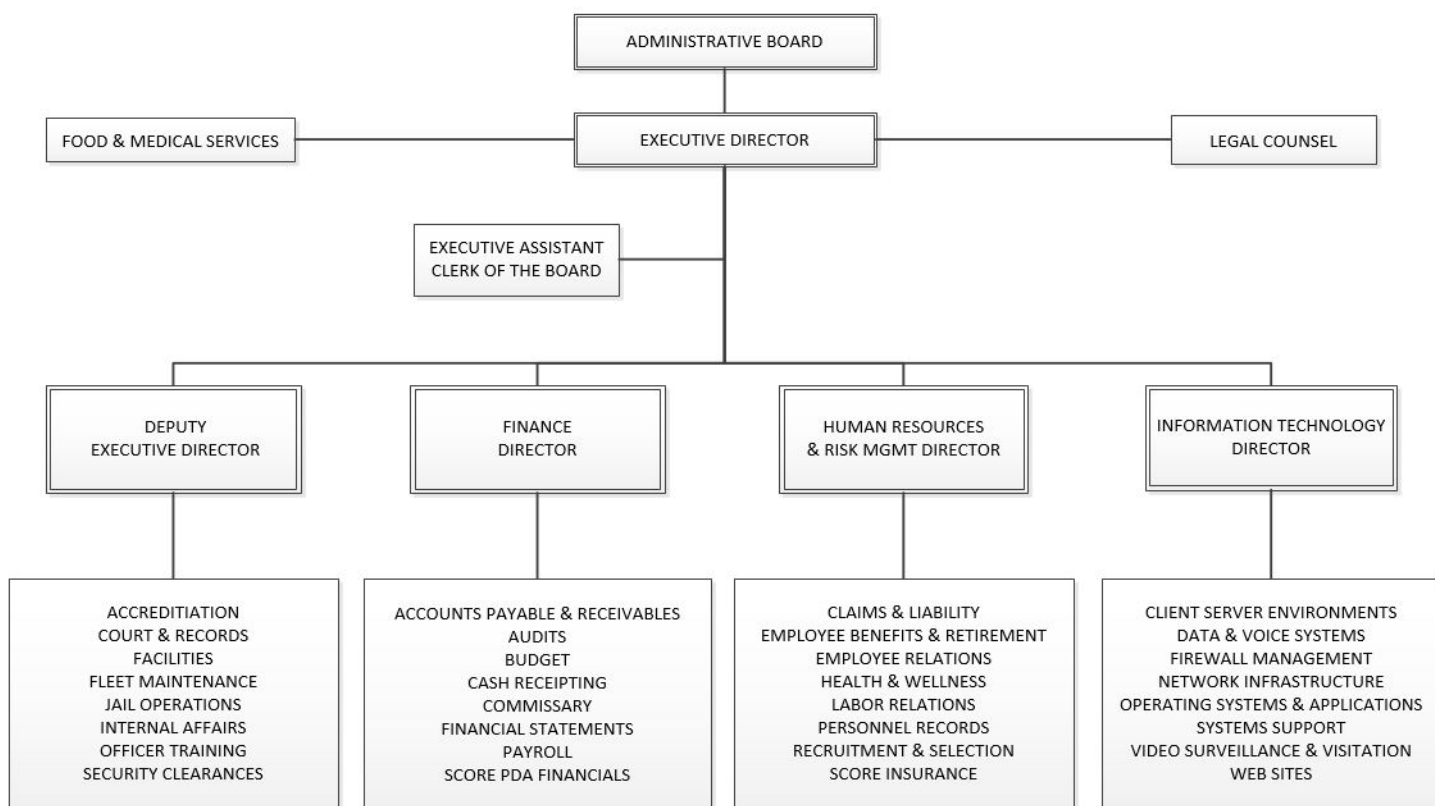


Figure 3: SCORE Organizational Structure

facilities because SCORE is a self-contained unit whereas most other jails are subordinate to a parent government (city, county, state or federal) which provides them with typical administrative services (such as accounting, human resources, IT and so on). The correctional officers are represented by the Correctional Officers Union.

In 2017, SCORE had 13,436 bookings from Member Cities and 12,725 from subscribing agencies. On average, approximately 650 of the 802 total beds are occupied. The most SCORE has ever had at one time is 741. With average daily bookings of 68 and approximately the same number leaving each day, some beds are going to be in “transition.” The average length of stay in 2017 was about seven days. The recidivism rate after six years is 41% and a tribute the institution’s effectiveness.

THE CHALLENGES AND OPPORTUNITIES

SCORE prides itself on being an excellent facility with outstanding staff and services. Mediocrity is not acceptable. The organization is customer focused both in terms of (1) the law enforcement personnel who deliver inmates to the facility (its goal is to complete bookings in ten minutes or less and get the officers back on the street) and (2) the inmates once they arrive. It is not just about housing prisoners. Ideally, inmates will never return to SCORE. One way to achieve that end is solving some of the problems that led them to being arrested and incarcerated in the first place. Thus, SCORE offers, and works with outside providers to offer, mental health and opioid stabilization, and to assist in locating housing. The first challenge the



Executive Director will have is to continue the vision and the excellence in service provision.

The second challenge is to examine the organization and its policies and procedures critically. No one feels anything is wrong or broken—in fact, most feel it is extremely well run. Still, resources are tight and any improvements in efficiency will benefit everyone.

The third challenge relates to financial smoothing. Similar to other correctional facilities, operational costs at SCORE have increased and the per bed charge to participating jurisdictions has increased. Nothing was untoward. The increases were both justified and necessary. To combat increasing costs and avoid surprises in the future, SCORE has introduced five-year cost projections. The next Executive Director will need to be aware of and focus on the business side of the jail and reach a resolution that works for all parties involved.

The fourth challenge is balancing expectations that are naturally associated with operating a regional facility. While everyone works well together toward the same mission, each Member City (and as a result, each member of the Administrative Board, the Operations Board, and the Finance Committee) comes from a different perspective. Bringing these perspectives together requires team building and creativity.

THE IDEAL CANDIDATE

SCORE is seeking a seasoned professional who is both an outstanding manager and leader—someone with a demonstrated track record of success and accomplishment in the Corrections Industry. The individual will be progressive and partner with the Administrative Board Members and staff to achieve what is best for SCORE, its Member Cities, subscribing agencies, and inmates.

The ideal candidate will be someone who is collaborative, as well as a consensus and team builder. The individual will believe in transparency and ensure all Administrative Board Members are well informed. The goal will be “no surprises.” He/she will be politically savvy and work well with Administrative Board Members. At the same time, the ideal candidate will exhibit moral courage and provide the Administrative Board with his/her best professional advice.

The Executive Director will be open-minded, analytical, and a strategic thinker. He/she will see the big picture while staying on top of the details. The individual will be someone who is always looking over the horizon for emerging issues and trends—not just what is happening in the community but what is happening with local, state, and federal government. His/her goal will be to place SCORE in the best possible position to deal with and to take advantage of changes in its environment. When a problem appears, the Executive Director will deal with it before it becomes an issue.

While the agency is financially sound, SCORE depends on its Member Cities and subscribing agencies to provide taxpayer dollars for its funding and these dollars are not

limitless. Costs must be contained and budgets balanced. Potential increases must be carefully vetted and fully justified. In other words, the next Executive Director must be an outstanding financial manager as well as an outstanding correctional facility operations manager. Part of the solution will be constantly seeking ways to improve the organization through state-of-the-art business and best management practices.

The ideal candidate will be energetic, intelligent, upbeat, and positive—someone who is enjoyable to work with, who is calm in the face of adversity, and who has a “can do” attitude. The individual will be someone who can stay focused on the goal and help others do the same. He/she will respect process, but have a hint of impatience and a bias for action.

The selected candidate will be an outstanding communicator—not just with Administrative Board Members and Operations Board Members, but also with the staff. The individual will be articulate and write well. In addition the best candidate will understand the importance of listening in communication. He/she will be able to translate complex ideas into language anyone can understand. The individual will need to be able to speak comfortably in public settings (such as presenting on SCORE-related issues at city council meetings) and be comfortable speaking to the media should the need arise.

The ideal candidate will work with staff to translate the Administrative Board’s vision into goals, objectives, action plans, budgets, and timelines and then step back and let staff members do their jobs.

The individual will expect to be kept informed and believe strongly in accountability. He/she will have high, but realistic expectations and be supportive.

The ideal candidate will be a mentor, helping staff members to grow and improve themselves. This organization is relatively lean, so the individual must be willing to roll up his/her sleeves to help out when appropriate and necessary. Maintaining a positive environment where morale is high will be important. Having a sense of fairness and a sense of humor will be significant pluses.

Other key factors in evaluating candidates will be knowledge of federal and state laws relating to jails and their operations, expertise in intergovernmental relations, and experience working with unions.

The position requires a Bachelor's Degree in Business or Public Administration or related field or two years of college level courses including courses in Fire or Police Science, emergency telecommunications and management, as well as five years of increasingly responsible management experience in corrections. Additionally, five years of supervisory experience at the mid-management level is required. A Master's Degree and experience as a senior level manager is highly desirable.

This position is an excellent opportunity, and one where everything is in place for the next Executive Director to be extremely successful for the long term.

COMPENSATION

Salary will depend on qualifications but the current Executive Director's salary is a little over \$170,000. Benefits are generous. The Executive Director is part of the Washington State Public Employees Retirement System.

THE CURRENT EXECUTIVE DIRECTOR

The current Executive Director, Ms. Penny Bartley, is retiring on or around June 15, 2018. Although she has been involved from the very beginning, she did not become an official employee until July 1, 2010 when she became SCORE's first employee and Executive Director. She is the only Executive Director the agency has had.

RESIDENCY

Residency in South King County is not required.

HOW TO APPLY

E-mail your cover letter and resume by May 4, 2018 to: Recruit35@cb-asso.com. Faxed and mailed resumes will not be considered.

Questions should be directed to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (425) 658-7025.

CONFIDENTIALITY

Candidate names will not be released without the candidates' permission.

THE PROCESS

Applications will be screened between May 5th and June 7th. Finalists are anticipated to be selected on June 8th with interviews to be held on June 20, 2018. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

SCORE is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

ADDITIONAL INFORMATION

For additional information about SCORE, its history, and its organizational structure, visit:

www.scorejail.org.



COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING