



## SOUTH CORRECTIONAL ENTITY (SCORE) CORRECTIONS DIRECTOR

REPORTS TO: ADMINISTRATIVE BOARD OF DIRECTORS

ANNUAL BUDGET: APPROXIMATELY \$20 MILLION

**SALARY: \$115,000 - \$145,000 PLUS EXCELLENT BENEFITS**



### THE POSITION

The SCORE Director will be responsible for start-up operations of a new \$80 million misdemeanor jail facility that is intended to be one of the most innovative publicly owned and operated correctional facilities in the United States. The facility will have a service area population of 340,000. Responsible for management of this new 822-bed facility, the Director will create and maintain the culture of an organization whose charter is to provide the cities of south King County, Washington with professional criminal justice services in the most effective and cost-efficient manner.

The Director will report to the Administrative Board of SCORE, the South Correctional Entity, a group made up of seven cities in Washington State; Auburn, Burien, Federal Way, Des Moines, Renton, Tukwila, and SeaTac. The Administrative Board is made up of Mayors and City Managers from the participating cities. Advisory to this Board is an Operations Board made up of Police Chiefs from the owner cities that have played a key role in the project and will provide on-going leadership in the future.

Under direction of the Board, the Director will manage the in-process construction and start-up operations for the jail, all in-custody programs related to the intake, housing, booking, and releasing of inmates; prepare budget and financial forecasts; recruit and train a staff of approximately 120 employees and multiple contractors; and represent the SCORE owners in dealings with employee bargaining units, local courts, neighboring jurisdictions, the State of Washington, and other legal entities. This is a highly visible position that presents an opportunity for the right candidate to develop an organization from the ground up, to explore creative and entrepreneurial business practices, and to establish a national-level leadership reputation among corrections professionals.



## HISTORY OF THE PROJECT

The SCORE project is a response to a severe lack of jail space in King County. This shortage is attributed to a variety of causes but the most significant was the termination of the cities' contract for jail services with King County in 2002. The cities negotiated a staged exit plan that calls for them to remove all misdemeanor inmates from the King County Jail by December 31, 2012.

The SCORE owner cities undertook a study of jail options and ultimately formed an alliance to build a multi-jurisdictional facility to handle misdemeanor jail needs. Through Interlocal Agreements the SCORE cities have agreed to share the burdens and opportunities of land acquisition, design, construction, financing, and operating a jail facility.

The jail is currently under construction and expected to open in 2011. Bonds have been sold and the financing is in place. A construction project manager and team of consultants report to the Board via the Interim Director. The new Director will inherit a project that is well underway and be responsible for managing the remainder of the project through completion.



## THE SCORE FACILITY

The state-of-the-art SCORE facility is located in Des Moines, Washington on a 15-acre parcel of land near the Interstate-5 freeway. The project is being constructed on a secluded site surrounded by tall fir trees that border neighborhoods in both Des Moines and the adjacent city of SeaTac. The jail is a stand-alone 164,000 square foot one-story building that includes a cell mezzanine level in the housing areas. In addition to intake and administrative areas, medical and dental clinics are provided.

The exterior security containment perimeter is the building's exterior façade. The interior housing pod divisions, and other corridor and departmental perimeter separation walls are interior security perimeters. These building components represent the best practices in the field and are expected to allow the staff to focus on efficient and effective management of inmates.

For more information please visit: <http://www.scorejail.org/draft/resources.html>



## THE IDEAL CANDIDATE

The ideal candidate is a seasoned correctional professional who has been directly responsible for a publicly owned and operated facility such as SCORE. The candidate possesses a record of excellent management as viewed from within the facility's management structure and from without by the communities and partners it serves. The ideal candidate has intellectual depth in criminal justice theory and practice; has managed a facility within a unionized environment; is a skilled risk manager; has high-level human resource training and skills; and is adept at managing within a political environment.

The new Director must be a leader in the criminal justice field. He or she has a comprehensive view of the system and the roles and importance of all the contributors to an effective system including police, prosecution, indigent defense, judges, probation, corrections, and programs. The ideal candidate is a compassionate and engaged public servant who will work with others on inmate population management, alternatives to incarceration, and reducing recidivism through use of a wide range of programs. He or she is looking for a meaningful opportunity to benefit incarcerated individuals and their families and will model equitable treatment of inmates.

The new Director must be skilled at Board relations and be able to foster and maintain open communication, clear expectations, respect, and collaboration among multiple elected and appointed officials. The ideal candidate is politically astute and keenly aware of the importance of this highly visible project for the owners. He or she thrives in the CEO position where the organization moves forward in concert with engaged and well-informed board members.

The intent of the SCORE collaboration is to not only to meet current and future misdemeanor jail needs but also to reduce the costs of transport and jailing for the owner jurisdictions over time. The position requires an individual with proven financial management skills, a record of developing and communicating a complex budget to multiple stakeholders, experience with government financing of corrections facilities, and a record of unassailable compliance with legal requirements. The ideal candidate will constantly seek cost-containment measures, revenue opportunities, and will aggressively market excess bed capacity on behalf of the owners to ensure sustainable operations. His or her financial projections are grounded in empirical data and allow the Board to confidently undertake policy decisions.

The SCORE owners are seeking an innovator; someone who is constantly reviewing best management practices in criminal justice, keeping current with new technology, and seeking the advice of peers. The new Director will have an understanding of available technology and industry standards that are applicable to the regional service delivery model. He/She will be able to provide start-up and on-going information system needs assessment to the Board, and will be able to implement IT systems that improve efficiency.

The ideal candidate is an inspirational leader and can point to examples of his or her skills at communicating the vision for the institution and seeing that it is implemented in the form of performance measures, work plans, and a healthy and positive workplace culture. Mentoring, coaching, training, and performance measures are all part of this leader's finely honed human resource skills. The new Director will be responsible for creating a safe, secure work environment through collaboration and communication; a place where all employees understand their respective roles in pursuit of that goal, and where innovation and creativity are valued.

The new Director will have a proven ability to work well with other leaders in the corrections field, including public safety professionals of all ranks, judges, probation officers, program managers, and civic and community groups. He or she must be an advocate and activist for improving the criminal justice system and continual improvement of SCORE operations. The new Director will be an ambassador for the facility; persuasive, and skilled at articulating the vision for the facility.



## ISSUES AND PRIORITIES

- The new SCORE Director must first and foremost establish clear lines of communication with the owners through the Administrative and Operations Boards. The ability of this person to establish equitable and congenial relationships among the various jurisdictions is essential to the success of this project. In addition the Director must quickly establish relationships with potential customers, vendors, and other entities involved in the jail and its service delivery.
- Overseeing the construction and collaborating with the existing Interim Director and construction management team to see that the project is brought in on time and under budget are important objectives for the new Director. The Director will need to get up to speed on the construction schedule and budget and assume responsibility for the smooth transition from construction through operation.
- Strategic planning and organizational development are immediate objectives for the new Director. He or she will be responsible for taking the vision of the Board and creating operating plans, policies, and procedures to support that vision.
- As employees are hired, the establishment of a positive and professional work culture and highly skilled management team is of primary concern to the owners of the SCORE consortium. The new Director is expected to use prior success to quickly establish a work environment built on professional skills, customer service, and highly ethical behavior. From his or her first day the Director must take action to establish standards that inspire employee pride in the institution's core mission.
- The owner cities intend to develop a fiber network to support communication and are highly motivated to use automation to increase the efficiency of regional service delivery. The new Director should be prepared to quickly contribute leadership to the selection and implementation of a variety of information technology systems such as the Computer Aided Dispatch (CAD) System connectivity to Valley Communications (regional communications), Records Management, Jail Management Systems, Video Arraignment and Video Visitation.
- This ground-breaking facility must demonstrate the very highest regard for the host city, local regulations, and the citizens who live nearby. The Director must be prepared to prioritize community relations in all aspects of the operations of this facility and proactively undertake efforts to gain the trust of immediate neighbors as well as the citizens within the service area.
- The cities of Auburn and Renton currently operate jails due to be replaced by the new SCORE facility. Managing the efficient transfer of operations from these facilities to the new facility will be an important part of the start-up phase for the SCORE Director. Evaluating, migrating, and training employees from these city jails will require diplomacy and negotiating skills with existing bargaining units and a sensitivity to the work cultures from which they originate.

## TO APPLY

SCORE is an innovative, progressive and equal opportunity employer. SCORE considers all applicants without regard to race, color, national origin, religion or creed, gender, disability, marital status, familial status, age, sexual orientation and gender identity. All candidates are encouraged to apply. Interested candidates should e-mail a cover letter and resume as soon as possible for immediate consideration to [info@waldronhr.com](mailto:info@waldronhr.com)



1100 Olive Way, Suite 1800  
Seattle, WA 98101  
206-441-4144 | 206-441-5213 (fax)  
[info@waldronhr.com](mailto:info@waldronhr.com)

