



Leaders at the Core of Better Communities

2013 Annual Awards Program

Program Excellence Awards Nomination Form

Deadline for Nominations: March 8, 2013

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

SECTION 1: Information About the Nominated Program

Program Excellence Award Category (*select only one*):

- Community Health and Safety
- Community Partnership
- Community Sustainability
- Strategic Leadership and Governance

Name of program being nominated: South Correctional Entity – SCORE Jail

Jurisdiction(s) where program originated: Cities of Auburn, Burien, Des Moines, Federal Way, Renton, SeaTac, and Tukwila, Washington

Jurisdiction population(s): 340,000 total – individual cities range from 23,025 – 90,927

Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented by or before January 31, 2012, to be eligible. The start date should not include the initial planning phase.)

Month: January Year: 2012

Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in Boston, Massachusetts, September 2013. (Each individual listed MUST be an ICMA member to be recognized.):

Name:	Mike Martin	Jurisdiction:	Burien
Title:	City Manager		

Name:	Tony Piasecki	Jurisdiction:	Des Moines
Title:	City Manager		

Name:	Jay Covington	Jurisdiction:	Renton
Title:	Chief Administrative Officer		

Name: Todd Cutts Jurisdiction: SeaTac
Title: City Manager

Name: David Cline Jurisdiction: Tukwila
Title: City Manager

SECTION 2: Information About the Nominator/Primary Contact

Name of contact: Penny Bartley
Title: Director Jurisdiction: South Correctional
Entity

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SOUTH CORRECTIONAL ENTITY
Serving the Cities of Auburn, Burien, Des Moines, Federal Way, Renton, SeaTac, and Tukwila

ICMA 2013 AWARDS

PROJECT CATEGORY – Community Partnership Awards

PROJECT SUMMARY: South Correctional Entity (SCORE) Jail Project

SCORE Jail is a cooperative effort of seven cities in South King County, Washington. These Member Cities are Auburn, Burien, Des Moines, Federal Way, Renton, SeaTac and Tukwila. The Cities came together to form a specialized government under the Interlocal Cooperation Act [RCW 39.34.030(3)] to build and operate a consolidated regional jail. The partnership was developed with the mission of providing professional, cost effective, and efficient jail services to the Cities.

PROBLEM ASSESSMENT: Under Washington law, cities are financially responsible for misdemeanor offenders. Most cities rely upon counties to provide jail services and are then billed for misdemeanor costs. In 2001, the cities in King County were notified that their jail would no longer provide services for cities and gave them ten years to find other jails. At that time, the cities needed housing for 900 inmates.

The cities identified temporary jail solutions and implemented several while looking for a permanent solution. Those solutions included contracting with other agencies for jail services. Unfortunately, contracting was problematic and resulted in an average increase of 69% in jail costs over a six-year period. Other temporary solutions included programs such as electronic home detention; however, the cities had already diverted eligible inmates into these programs. None of the options implemented provided the stability or cost control desired by the cities.

In 2005, King County cities participated in a long-term needs study that revealed that the cities needed 1,450 jail beds by the year 2026. Of those 1,450 beds, 700 needed to be in South King County. Following the study, the concept of SCORE, a sub-regional jail emerged. In 2007, a core group of South King County cities came together to conduct a SCORE Feasibility Study, the purpose was to determine if the cities could build and operate a jail for less than their current costs. The Feasibility Study ultimately concluded that the cities could build and operate a jail for about 92% of their current jail costs, which in 2007 was \$14 million.

In 2008, a land parcel was found in the City of Des Moines, Washington to build the jail. With this site, seven cities created SCORE, a governmental administrative agency, and a parallel Public Development Agency (PDA) for the purpose of funding the construction of the jail.

A ceremonial groundbreaking for the new facility was held on August 10, 2009. Construction took 22 months and was completed on July 1, 2011. The facility was constructed with pre-fab concrete panels and steel cells. Both the interior and exterior construction methods were chosen in order to control costs and to expedite the schedule, resulting in construction savings for the Cities.

The facility opened on September 2, 2011, with the transfer of inmates that were held at the Auburn and Renton Jails. Over the next several months, inmate population grew as inmates were consolidated at SCORE for the seven Member Cities and for 16 contract agencies.

Technology and efficiency were designed into the SCORE facility, for example, there are multiple video court suites. These video suites allow inmates to make court appearances without having to be physically transported from the jail to court. Using video keeps inmates at the jail, and allows them to make multiple court appearances on one day, reducing costs for all of the agencies.



Efficiencies were also designed into the medical clinic, including digital x-rays and dental services. These services were brought “in-house” to eliminate the need to transport inmates to local hospitals for routine, non-emergency services. Each time an x-ray is taken at SCORE, there is a savings of \$500 in emergency room costs, and staff time waiting at the hospital is eliminated. Medications are dispensed from an automated dispensing machine, eliminating more expensive bubble-packs. Finally, a telemedicine system is used that allows medical providers to remotely assess inmates, again saving unnecessary trips to the emergency room.

Efficiencies were also considered in the staffing of the facility. By designing a jail that is a single story and direct supervision, SCORE was able to reduce staffing. SCORE’s staff to inmate ratio is 1:4.27, one of the highest in Washington State, requiring approximately 25% less staff than similarly sized jails. This efficiency reduces on-going operating costs for the Cities.

PARTNERSHIP: Jail services are very expensive and consolidating the services at one location allows the Cities to more efficiently manage their inmates. Additionally, SCORE’s law enforcement partners are able to book all arrestees at one location saving between 30 minutes and four hours for every booking that had previously been taken to the County Jail. The Cities could not have completed this project independently. Building several small jails would have cost more to build and operate because of duplication of services and inefficiencies.

REGIONAL VALUE: As a large jail facility, SCORE is able to obtain services that are not available to smaller jails. For example, the King County Regional Automated Fingerprint Identification System provides staff at SCORE to fingerprint inmates. SCORE also partnered with Valley Cities Counseling and Consulting to provide mental health and peer forensic support services to inmates, both in



custody and after release. This program is funded through a grant from the Bristol Myers Squibb Foundation. SCORE also works with King County Mental Health and Chemical Dependency Services to provide screening services for those in need of mental health and chemical dependency services. Prison Ministries provides holiday gifts and religious services for the inmates. Consolidation of these services at one jail provides the best services at either greatly reduced or at no cost.

BUDGET: The total SCORE project budget was approximately \$97 million. The largest part of the budget was construction, accounting for \$62 million. Construction expenses, including design and engineering, land acquisition, and permitting accounted for another \$10 million. The remaining \$26 million covered start-up costs, capitalized interest and overall project contingency. At completion, the facility was finished six weeks ahead of schedule and almost \$5 million under budget.

STAFFING: SCORE has 101 employees - 84 are corrections staff and the remaining 17 are administrative positions. SCORE hired all 27 of the Corrections Officers previously employed at the Auburn and Renton jails which closed when SCORE opened. SCORE is overseen by an Administrative Board that is made up of a representative from each Member City.

KEY SUCCESS: All of the Member Cities provided assistance to the project, starting with the Feasibility Study and finishing with inmates arriving on September 2, 2011. Each of the Member Cities played a role in Design Development, Operational Planning, Jail Staffing, Fiscal Services, Human Resources, Property Condemnation, and Website Development. Again, the project could not have been successful if not for the assistance of all of the Member Cities.

SCORE was fully operational on January 1, 2012 and has just completed its first full year of operations. The 2012 average daily population was 353. As expected, there is adequate room to



provide capacity for the Member Cities for the next twenty years and to provide assistance to contract agencies as well. By contracting beds, SCORE is assisting other agencies in King County that were faced with similar challenges – lack of local jail capacity and ever increasing costs.

By providing local jail capacity, SCORE is enhancing public safety for the communities that are served. Police officers are able to book arrestees at a jail that is closer to their jurisdiction which means more time on patrol in their cities. Many jails in Washington are overcrowded and refuse to accept misdemeanor arrests. Having jail capacity means warrants are served more quickly because there is available jail space. Serving warrants encourages defendants to make their court appearances because they know they will go to jail if they don't appear.

There are twenty municipal jails in Washington that manage misdemeanor offenders. These municipal facilities are usually small (most are less than 50 beds) and have limited services and medical staff. Even though the cities of Auburn and Renton operated jails, they were unable to manage special populations that needed additional services or supervision. These inmates present challenges from one or more of the following three categories: medical, mental health, and management. By consolidating Auburn and Renton Jails and building a facility with the necessary physical separations and appropriate staff, the SCORE Member Cities have been able to become truly independent of other jail providers. This ultimately results in the provision of professional, cost effective, and efficient correctional services to our Member Cities and contract agencies.

