

# Solitary Confinement Transformation Plan

## FY2024 Supplemental Budget



The Department of Corrections (DOC) requests funding to reduce the use of solitary confinement in Washington state prisons by 90% over five years and to maintain those reductions in the future. If this Solitary Confinement Transformation Plan is funded, Washington state will set a precedent for correctional practice that prioritizes both staff safety and the rehabilitation of its incarcerated population while responsibly taking its place among the most humane correctional systems in the world.

To achieve this, the department will focus on:

**Prevention** – Identifying individuals who are most likely to end up in solitary confinement, and working with them before solitary confinement is used.

**Disposition** – Create and maintain options for restrictive housing placement and ensure investigation timelines are minimal and due process protections are in place.

**Conditions** – Provide the right space, correctional officers and program staff to establish a commitment to the mission of rehabilitation and humane corrections.

**Reintegration** – Preparing individuals to reenter the general population with similar concepts to community reentry. Returning better neighbors is a critical part of creating safer prisons for all.

### On Jan 1, 2023:

- **13,467** people in custody
- **687** (5.1%) people in restrictive housing placements presumed to be under conditions of solitary confinement

**Restrictive housing** is for individuals whose presence in the general population may present a danger to self, others or facility security. It uses enhanced security buildings with single-occupancy cells to separate from the general population.

**Solitary confinement** is an operational status in restrictive housing where an individual is confined to a single-occupancy cell for more than 20 hours a day without meaningful human contact, out-of-cell activities or opportunities to congregate.

## Approaches – Five-Year Budget Requirements

### Strategic and Systemwide Approaches – \$1,111,000

Revising policies will drive the operation and directives of this project and ensures accountability for DOC. Internal and external stakeholder input will invite transparency and new perspectives while ensuring programs and policies are carried out.

- Convene policy review team and incorporate into existing infrastructure (\$250,000)
- Develop facility-specific maps as a framework for surveillance and intervention (\$412,000)
- Establish Stakeholder Advisory Council to support implementation (\$449,000)

### Staff Development – 232 FTE, \$86,969,000

An initiative of this magnitude will require new personnel and additional training. Improving training, education opportunities and career development potential will support and empower staff to deal more safely with individuals and each other.

- Increase correctional officer and administrative support staffing levels to meet requirements (228 FTE, \$82,558,000)
- Enhance training capabilities for core and new correctional practices (4 FTE, \$3,174,000)
- P600 Assumptions (\$1,237,000)

### Procedures and Programs – 61.5 FTE, \$44,256,000

Strategies that expand the use of risk-reduction programs, create alternatives to restrictive housing placement, use clinical diversion, and support efficient returns to general population are required to make certain solitary confinement is used as the last resort.

- Enhance programming for the entire incarcerated population (32 FTE, \$19,966,000)
- Regularly study and improve bed space alignment (\$50,000)
- Expand incidence response and restrictive housing alternatives (10 FTE, \$6,686,000)
- Clinical alternatives to administrative segregation (5 FTE, \$3,544,000)
- Prioritize reductions in solitary confinement at Washington Corrections Center for Women (\$317,000)
- Incentive-based programs to help move people through Intensive Management Units to less restrictive settings (\$56,000)
- Develop and expand forensic psychology unit and use of clinical-risk assessment tools (7 FTE, \$6,789,000)
- Expanded access to confidential medical and behavioral health contacts (7.5 FTE, \$6,848,000)

### Modify Segregation Units – 1 FTE, \$2,110,000

Intensive Management Units and segregation units are not built for programming or genuinely free open-air recreation. Modifying these structures will provide more access and more rewarding encounters between staff and incarcerated.

- Expand transfer and progression pods for diversion and re-entry (1 FTE, \$841,000)
- Increase access to recreation and program spaces in restrictive housing (1 FTE, \$1,270,000)

### Monitoring and Evaluation – 2 FTE, \$2,748,000

Progress toward project objectives must be monitored. What is working, what is not and how to make things work better requires continuing engagement with staff and the incarcerated and accurate data.

- Deploy operational KPI across the full correctional continuum (1 FTE, \$752,000)
- Improve mechanisms for data collection (1 FTE, \$1,046,000)
- Tool Consolidation (\$950,000)

### Program Governance – 3 FTE, \$23,106,000

The cultural and logistical lift needed requires the development of an effective program management and governance structure. The framework and functions needed will provide support for alignment with leadership, incorporates international subject matter expertise, builds confidence in decision-making and leads to timely achievement of the project goals and objectives.

## Five-Year Budget Breakdown

Requirement	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Strategic & Systemwide Approaches	\$91,000	\$280,000	\$273,000	\$187,000	\$171,000	\$109,000
Staff Development	\$143,000	\$4,560,000	\$10,877,000	\$16,129,000	\$22,692,000	\$32,568,000
Procedures & Programs	\$17,000	\$5,692,000	\$9,460,000	\$9,269,000	\$9,663,000	\$10,156,000
Modify Segregation Units	\$32,000	\$203,000	\$439,000	\$441,000	\$507,000	\$488,000
Monitoring & Evaluation	\$106,000	\$563,000	\$594,000	\$548,000	\$467,000	\$469,000
Program Governance	\$1,953,000	\$4,875,000	\$4,686,000	\$4,681,000	\$3,850,000	\$3,062,000
<b>Totals</b>	<b>\$2,343,000</b>	<b>\$16,174,000</b>	<b>\$26,328,000</b>	<b>\$31,255,000</b>	<b>\$37,349,000</b>	<b>\$46,852,000</b>