

COMMUNITY CORRECTIONS INCENTIVES & SANCTIONS PROGRAM

Background and Overview

All programs offered at the Community Corrections Center (CCC) are built around an evidenced-based practices framework, which has been proven through scientific study of operant conditioning and social learning as an effective tool to influence behavior change with the adult offender population. Research has shown that treatment programs that utilize the use of rewards to reinforce pro-social behavior and sanctions to respond to non-prosocial behavior have a greater and more lasting impact on changing behavior than treatment programs that utilize punishment alone. To have the greatest influence on behavior change, rewards and sanctions must target specific behaviors and shall be implemented at a ratio of four (4) rewards to every one (1) sanction whenever possible. Both rewards and sanctions should range from low, moderate, and high and should be implemented in a manner that is swift, real, and certain for participants.

The core evidenced-based practice program curriculum implemented at the CCC is Moral Reconnection Therapy (MRT). MRT is a cognitive-behavioral approach to treatment that targets the criminal thinking elements of offenders by confronting his/her beliefs and attitudes while showing the effects that his/her decisions have had on his/her family, friends, and community. Other programs that target substance abuse, relapse prevention, health, mental health, and educational/vocational needs are also available at the CCC.

The CCC shall utilize a token economy, which a participant will individually earn MRT bucks based on engagement in pro-social behavior, participation, and progression through the CCC program phases. MRT Bucks may be used to purchase incentives such as food, drink, and entertainment vouchers and/or motivational materials. The exchange rate will be one (1) MRT Buck to one (1) US dollar. For example, a gift card for movie tickets worth \$15.00 will be purchased with fifteen (15) MRT Bucks. Rewards shall also include non-monetary items such as verbal praise and increased program status. For more information regarding the application of incentives and sanctions, refer to Exhibit A.

The CCC shall also use group incentives for mini-celebrations for phase advancements and graduations. An example of a mini-celebration would be cake and ice cream for a participant that advances a phase and/or graduates from the CCC program.

All funding for the incentives program is approved by the Community Corrections Partnership (CCP) and the El Dorado County Board of Supervisors.

CCC Procedure for Individual Participant Incentives

The Probation Department has set forth the following procedures for monitoring and accounting for incentives purchased and issued to participants in the program.

1. The CCC Supervising Deputy Probation Officer (SDPO) or designee shall complete a Probation Department Purchase Requisition form (#600) recommending incentives, and will forward it to the Division Manager for approval. Upon approval of the Division Manager the requisition is forwarded to the fiscal unit for processing and obtaining final approvals from the Chief Fiscal Officer (CFO) and Chief Probation Officer (CPO).

2. Fiscal Unit staff will purchase pre-paid gift cards, certificates, and vouchers from authorized vendors, and will verify receipt and quantity of items when received by logging them on the CCC Incentives Inventory form (XXXXXX). After being logged in, gift cards, certificates, and vouchers will be stored in the department safe pending usage.
3. Every other week of the month, participants will be able to redeem MRT Bucks on "Bank Day" between 10AM-2PM. The CCC SDPO or designee will advise participants of the available incentives and participants will request the incentive he/she would like to purchase. This information will be forwarded to fiscal staff to retrieve the items from the department safe. The fiscal Unit staff member will obtain these items from the department safe, note their removal on the inventory log, and will release the items to the CCC SDPO.
4. The CCC SDPO or designee will then distribute the incentives to the participant. The participant and the CCC SDPO or designee will initial receipt of the incentive item on the Incentives and Bus Passes/Tokens Log (Form XXX). Form XXX will be certified by the CCC SDPO or designee at the end of each month and forwarded to the Fiscal Unit.

CCC Procedure for Celebrations

1. The CCC SDPO or designee will submit via e-mail to the division manager requesting incentive funds for a celebration and will provide the estimated cost. The Division Manager will obtain necessary approvals from the CFO and CPO to purchase the requested items.
2. Upon department approval, the Division Manager will notify the CCC SDPO or designee via e-mail that funds for a celebration have been approved.
3. The CCC SDPO or designee will purchase items approved and will submit a Mileage and Expense Form (#611) with all appropriate receipts attached to obtain reimbursement for any items purchased.

This procedure is subject to change as necessary as further evidenced-based information becomes available regarding the use of incentives and sanctions as effective tools for behavioral change, available funding for incentives, and other factors not yet known.

Exhibit A

Incentives, Sanctions, and Therapeutic Adjustment.

An important aspect of the deliverance of services is the Incentives, Sanctions, and Therapeutic Adjustment component which determine the extent to which a participant responds to treatment either in a positive (adhering to program regulations and directives by CCC staff) or negative (not following with recommendations) manner. Therapeutic adjustment simply means reforming the participant's plan in order to address environmental issues that may be preventing the participant from fully engaging in therapeutic interventions.

The following is a description of how the incentives and sanctions aspect of the program will be implemented.

Program Phases	MRT Steps	Incentives	Sanctions
Aftercare. Participants can earn MRT Bucks based on his/her <u>pro-social</u> behavior. Behavior deemed as pro-social will be determined on a case by case basis by CCC staff.	Step 13-16. Evaluate relationships between inner self and personality	1 from high pool	1 from high
Phase III. Participants attend CCC on a number of days per week determined by Probation Department and earn 2 MRT bucks per week. Additionally, participants have some opportunities to earn extra bucks for some pro-social behaviors including vocational and educational. The ability to earn extra MRT Bucks should be first consulted with Probation Officer who will make the call.	Step 12. Choosing moral goals.	1 from high pool	1 from high
	Step 11. Keeping moral commitments.	1 from high pool	1 from high
	Step 10. Maintain positive change.	1 from high pool	1 from high
	Step 9. Commitment to change.	2 from moderate pool*	
Phase II. Participants attend CCC on a number of days per week determined by Probation Department and earn a "MRT Buck" for every day they are here and actively participate in sessions. In this phase the opportunity to earn additional MRT Bucks is very limited and should be run by Probation Officer who will make the final call.	Step 8. Short-term goals & consistency.	2 from moderate pool*	1 from moderate
	Step 7. Long-term goals and identity.	2 from moderate pool*	
	Step 6. Helping others.	2 from medium pool*	1 from moderate
	Step 5. Healing damaged relationships.	2 from low pool*	
	Step 4. Raising awareness.	2 from low pool*	1 from moderate
Phase I. Participants attend CCC on a number of days per week determined by Probation Department and earn a "MRT buck" every day of the week they are here and actively participate in sessions. No opportunity to earn extra MRT Bucks.	Step 3. Acceptance.	2 from low pool*	1 from low
	Step 2. Trust.	2 from low pool*	1 from low
	Step 1. Honesty.	2 from low pool*	

***Therapeutic Adjustments as needed throughout program participation.**

Pool of Incentives		
Low	Moderate	High
Verbal praise Stickers Recovery Literature Progress Wall Stars Treasure Chest Pick Fish Bowl Drawings MRT Bucks <ul style="list-style-type: none"> • Food/drink vouchers • Entertainment vouchers 	MRT Journal Reduced Supervision AB109 Newsletter Mention Posted Letter/Photos Wall of Fame Reference Monthly Bus Pass MRT Bucks <ul style="list-style-type: none"> • Food/drink vouchers • Entertainment vouchers 	Completion Medals/Coins (MRT/ND) Certificate of Completion Client of the Month In-Program Peer Mentor Assistant Group Leader Self-Help Group Facilitator MRT Study Group Facilitator Increased Travel Radius Commencement Ceremony
Token Economy Throughout. <ul style="list-style-type: none"> • Vouchers can be purchased with MRT bucks on a ratio of 1 MRT Buck to US\$1. 		

Pool of Sanctions		
Low	Moderate	High
Verbal Admonishment Letter(s) of Apology Essay Assignment Curfew	Increased Supervision Increased Alcohol/Drugs Testing Additional Meetings Community Services Phase Reduction Step Reduction	Jail Flash/Revocation/VOP Electronic Monitoring Alcohol Monitoring Termination

*Evidence and research suggest that behavior change/modification is associated with a type of learning process known as operant conditioning (positive reinforcement and punishment) and social learning. Furthermore, research shows the issuance of incentives (positive reinforcement) and sanctions (punishment) should occur at a ratio of 4 to 1 to achieve the most impact on behavior change when possible.

1. There is no specific sanction/incentive for a specific behavior. Rather, in determining the appropriateness of a sanction/incentive, the magnitude of the violation or the accomplishment will dictate the measure of the sanction/incentive.

2. MRT bucks can only be redeemed on “Bank Day” which will be open every other week between the hours of 10:00AM and 2:00PM. If a participant misses Bank Day they will have to wait until next time the Bank is open.
3. Creation of a “Emergency Bank” where each participant is strongly encouraged to donate a buck (or as many as they want on a weekly basis) to create a fund that will be used for emergency purposes (i.e. a participant gets ill and it is decided to buy a present for such participant using the funds in the Emergency Bank)
4. CCC staff believes that the MRT buck system, a “token economy” system per se, needs to be a method used to distribute rewards that is available at all levels of program participation. As program participants begin their journey through services offered at the CCC, the process of doling out MRT bucks will be frequent and predictable. Then as they progress up the MRT ladder the distribution of MRT bucks changes thus making this process unpredictable, so participants know they are getting an incentive without knowing specific times.

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