



**DEPARTMENT OF CORRECTIONS  
PROBATION AND PAROLE DIVISION  
OPERATIONAL PROCEDURE**

Procedure No.: PPD 6.1.204	Subject: <b>YOUTH CASE MANAGEMENT</b>	
Reference: 41-Chapter 5, MCA; 52-5-127, MCA Applicable ACA Standards: 2-7103; 2-7107; 2-7125; 2-7127; 2-7128; 2-7130; 2-7133; 2-7134; 2-7135; 2-7137; 2-7138; 2-7139; 2-7147; 2-7148; 2-7151; 2-7152; 2-7175	Page 1 of 10	
Effective Date: 04/06/18	Revised: 05/25/18	
Signature / Title: /s/ Kevin Olson, Probation and Parole Division Administrator		

**I. PURPOSE:**

Juvenile Parole Officers will monitor and supervise youth with the goal of reducing the probability of continued delinquent behavior while protecting the community. Supervision and classification of youth is done at a level of care consistent with the risk, needs, and responsivity factors of the youth and with case management standards that are guided by the assessment tool approved by the Youth Services Division.

**II. DEFINITIONS:**

**Case Management** – The process of assessing offender risks and needs; developing and reviewing case plans; referring and linking offenders with appropriate services; monitoring offender progress and compliance; and responding with appropriate incentives and interventions. The goal is to increase the probability of positive change and offender success and to reduce offender recidivism.

**Case Plan** – The case management document that is directly linked to ongoing assessments. It identifies the actions required for an offender to achieve established goals/objectives and provides the structure for ongoing incentives and interventions. Effective case plans are dynamic instruments that are updated according to offenders' risk, needs, and actions while on supervision.

**Collateral Contact** – Any person, other than a youth, with whom an employee of the agency may come in contact with for official reasons concerning a youth under the care, custody, or supervision of the Department of Corrections. May include, but is not limited to: families, friends, and associates; employers; treatment or medical providers; school professionals, instructors, trainers, or supervisors; volunteer coordinators; attorneys; judicial personnel; and law enforcement.

**Direct Supervision** – Supervision of a youth residing in the primary parole officer's region or who is under courtesy supervision in another supervisory area.

**Indirect Supervision** – Supervision of a youth who is assigned to a primary parole officer but resides in an area outside the officer's area of responsibility, including Pine Hills Correctional Facility, contracted correctional facilities, and youth out-of-state on Interstate Compact for Juveniles (ICJ) or Interstate Compact for the Placement of Children (ICPC).

**Ohio Youth Assessment System (OYAS)** – A standardized and validated evidence-based instrument used to assess the probability of a youth recidivating and to identify risk factors and criminogenic needs to assist service providers in prioritizing appropriate programming and ensuring efficient allocation of resources.

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**PPD-Probation and Parole Division** – The Division oversees the Probation & Parole regional offices, interstate transfers, and the facilities providing assessments and sanctions, prerelease, and treatment services.

**Primary Parole Officer** – The parole officer covering the county where the youth’s parent/guardian/custodian/representative resides. In most instances, this will be in the county of commitment. Officer is responsible for long-term case planning, including family reunification planning, during the time the youth is under a commitment to the Department of Corrections.

### **III. PROCEDURES:**

#### **A. GENERAL PROVISIONS**

1. Parole Officers (PO) report to designated supervisors who are trained in supervisory functions.
2. Field supervision is continually reviewed by the supervisor from both an administrative and case management perspective.
3. The range and nature of field and office contacts with youth under parole supervision are in accordance with ACA standards regarding classification, work, and supervision for youth.
4. POs will strive to establish and maintain cooperative working relationships with public and private service agencies.
5. Residential and non-residential placements and programs must be licensed for these services by the authorized licensing authority.
6. Field services are available 24 hours a day so that POs may respond to urgent telephone calls or situations and/or may be called out.
7. Supervision standards for youth placed at the Youth Transition Center (YTC) are found in *YSD 6.2.102 Youth Transition Center Placements*.

#### **B. CASE MANAGEMENT RESPONSIBILITY**

1. POs should attend dispositional hearings of youth being recommended for placement in youth correctional facilities whenever possible.
2. The PO should meet with the parent/guardian/custodian/representative of the youth whenever possible following the hearing to:
  - a. answer any questions about entry and programming in a youth correctional facility;
  - b. advise of the procedure for determining treatment plans and lengths of stay at youth correctional facilities;
  - c. advise of the procedure involved in placement and treatment planning; and
  - d. give written information on the appropriate youth correctional facility.
3. POs will schedule a time to meet with the parent/guardian/custodian/representative of the youth following the youth’s commitment hearing.
4. The primary POs should make initial contact with a youth prior to his/her being transported to a youth correctional facility whenever possible. If this does not occur, initial contact with the youth will be made within 30 days of the youth’s arrival at the facility.

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5. The PO will review the court order committing the youth to the Department of Corrections as soon as possible after receiving the court order. The PO will discuss any concerns about the order or any stipulations or sections within it with his/her supervisor as soon as possible.
6. The PO assigned to cover the youth's county of commitment becomes the primary PO at the time of commitment to the Department of Corrections.
7. Whenever the youth's parent/guardian/custodian /representative moves to a different county and different parole area, the primary PO will determine whether this move is likely to be a permanent one:
  - a. if not, the primary PO remains the same.
  - b. if it is likely to be a permanent move, the primary PO will transfer primary responsibility to the new area PO.
8. When primary responsibility is transferred to another PO, the youth's field file will be sent to the new PO within 48 hours.
  - a. Youth Management System (YMS) is updated by the primary PO making the transfer.
  - b. The PO from the county of commitment will notify the Youth Services Division's (YSD) Regional Program Administrator, and other professionals with the need to know, of this change.
9. When a youth is placed or is residing in a county outside the responsibility of the primary PO, courtesy supervision is requested from a PO who covers the county of the youth's current placement:
  - a. The primary PO ensures all needed field file information is available to the PO providing direct supervision.
  - b. The PO providing direct supervision will consult with the primary PO regarding family reunification plans.
10. Courtesy supervision should be requested for those youth at in-state psychiatric residential treatment facility (PRTF) placements only when frequent personal contact is deemed important to the youth's progress.

### **C. OHIO YOUTH ASSESSMENT SYSTEM (OYAS)**

1. POs will receive training on the OYAS prior to administering the assessment tool with youth. POs who are not yet trained will request assistance from their supervisor or other trained DOC staff.
2. OYAS assessments of specific risk, needs, and responsivity factors will result in the development of continuing case plans.
3. The OYAS Residential Tool Assessment is completed and uploaded into YMS by staff at Pine Hills within the first month of a youth's stay at the facility. 5 County Detention and Youth Rehabilitation Center (5Cs) staff complete this and it is uploaded into YMS by the Youth Case Plan System Specialist.
4. OYAS assessments will determine the youth's initial and continuing supervision level; high, moderate, or low. The supervision level directly relates to the risk of recidivism.
  - a. The initial OYAS Reentry Tool Assessment is completed by a case manager or clinical services staff at Pine Hills Correctional Facility and can be accessed on YMS.

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- b. The initial OYAS Reentry Tool Assessment for girls placed at the 5Cs is completed by the PO or other authorized person about 30 days prior to the youth's anticipated release date.
- 5. For youth on Interstate Compact for Juveniles (ICJ) supervision in Montana:
  - a. For youth coming directly from a youth correctional facility in another state, the OYAS Reentry Tool Assessment will be completed within two (2) weeks of the youth's arrival in Montana, or upon accepting supervision if the youth is already here.
  - b. For youth who transfer parole supervision to Montana, an OYAS Disposition Tool Assessment will be completed within two (2) weeks of the youth's arrival in Montana, or upon accepting supervision if the youth is already here.
- 6. The PO providing direct supervision of the youth will complete the OYAS Reentry Tool Assessment to re-determine the youth's supervision level six (6) months after the initial Reentry Tool Assessment.
  - a. The youth's supervision level will be changed whenever indicated by the assessment.
  - b. When a PO has adequate justification to believe a higher or lower supervision level is more appropriate, he/she should discuss this with his/her immediate supervisor:
    - i. the immediate supervisor should review the justification and ensure there is no compromise to community protection, accountability, or competency development that would occur by overriding the supervision level; and
    - ii. the supervisor will approve or deny the override request and make the change in YMS, when appropriate.
- 7. The PO providing direct supervision of the youth will complete the OYAS Disposition Tool Assessment for any additional assessments (i.e., one (1) year or more while on parole supervision since the initial OYAS Reentry Tool Assessment was completed).

#### **D. YOUTH CASE PLANS AND CASE PROGRESS REVIEWS**

- 1. Primary POs will develop a case plan for each youth during the final two (2) weeks or more prior to release from a youth correctional facility, including the 5C's Detention and Youth Rehabilitation Center.
  - a. *PPD 6.1.204 (A) Youth Case Plan/Progress Review* is used for this purpose; and
  - b. *PPD 6.1.204 (B) Youth Case Plan/Progress Review Reference Form* contains a template and example for reference and for the copy/paste function as needed.
- 2. Family reunification goals and objectives will be considered on an ongoing basis and whenever case plans are updated. Whenever direct supervision of a youth is being provided by a PO other than the youth's primary PO, the primary PO will take the lead in all efforts to coordinate and promote family reunification.
- 3. Case plans are derived from OYAS results.
  - a. 2-3 domains will be included in all case plans.
  - b. All specific domains scored as high will be included in case plans:
    - i. when there are more than three (3) high scores on the OYAS assessment, these will be prioritized according to the most urgent risk and needs for consideration in the case plan;
    - ii. when there are less than two (2) high scores on the OYAS assessment, medium score domains will be considered for use in the case plan; and
    - iii. since the "Juvenile Justice History" domain is broad and mostly static information, case plan goals and objectives will usually not be established for this domain.

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- c. Consideration will be given to strengths and barriers identified in OYAS for developing case plan goals and objectives.
  - d. Case plan goals and objectives will be realistic, measurable, and attainable.
  - e. “Other Case Plan Goals and Objectives” can be included on the *PPD 6.1.204(A) Youth Case Plan/Progress Review* when specific goals are not related to a high risk/need domain or when the youth has a strength in this area.
4. The PO, youth, and parent will jointly develop a case plan that includes objectives and a projected date of release from parole supervision.
  5. Case plans are reviewed and signed by the youth, PO who is providing direct supervision, and parent at the *PPD 6.1.202 Youth Parole Orientation*:
    - a. Other team member signatures are acquired as soon as possible after this meeting;
    - b. A copy of the *PPD 6.1.204(A) Youth Case Plan/Progress Review* can be given to team members who request this; and
    - c. PO providing direct supervision uploads *Youth Case Plan/Progress Review* into YMS.
  6. Updated case plans for youth already on parole will be verbally reviewed with the youth and parent at the time of any new long-term placement change and reviewed and signed by the youth, PO, and parent within one (1) week following the placement change. The parent and other team members’ signatures will be acquired as soon as possible.
  7. For youth on Interstate Compact for Juveniles (ICJ) supervision in Montana, a case plan will be developed in conjunction with the OYAS assessment. The case plan will be completed within one (1) week after completion of the assessment.
  8. POs who provide direct supervision of youth will complete the *PPD 6.1.204(A) Youth Case Plan/Progress Review* every 90 days.
    - a. When an OYAS Reentry Tool Assessment is updated, case plan goals are updated in accordance with the domain scores from OYAS.
    - b. All progress related to current goals and objectives are evaluated in accordance with the scoring guidelines listed in *PPD 6.1.204(A) Youth Case Plan/Progress Review*.
    - c. Comments are listed which reflect the youth’s progress for each objective during the past three (3) months.
    - d. Case plan goals and objectives are added, revised, or removed in accordance with the youth’s progress, risk, and needs.
    - e. PO will review and discuss the *Youth Case Plan/Progress Review* with the youth, parent/guardian/ custodian/representative, and reentry team members on an as-needed basis and adjust the case plan in accordance with the youth's performance.
    - f. *Youth Case Plan/Progress Review* are reviewed with and signed by the youth, parent, and all reentry team members.
    - g. A copy of *Youth Case Plan/Progress Review* is given to any team member requesting it.

## **E. SUPERVISION LEVELS**

1. For youth on direct supervision, the supervision level will determine the frequency and type of contacts from the PO. This includes those youth being supervised in Montana under Interstate Compact for Juveniles (ICJ).

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2. High Supervision:
  - a. face-to-face contact with youth at least once weekly;
  - b. at least four (4) collateral contacts per month;
  - c. two (2) of the collateral contacts are with the youth's custodial parent or whomever the youth resides with; and
  - d. a re-entry team meeting is held monthly and as needed.
3. Moderate Supervision:
  - a. face-to-face contact with youth at least every other week;
  - b. at least three (3) collateral contacts per month;
  - c. one (1) of the collateral contacts is with the youth's custodial parent or whomever the youth resides with; and
  - d. a re-entry team meeting is held every two (2) months and as needed.
4. Low Supervision:
  - a. face-to-face contact with youth at least once a month;
  - b. at least two (2) collateral contacts per month;
  - c. one (1) collateral contact will occur monthly with the youth's custodial parent or whomever the youth resides with; and
  - d. a re-entry team meeting is held every three (3) months and as needed.
5. For youth on indirect supervision, two (2) monthly telephone or other contacts are required.
  - a. One (1) contact is with the youth and/or parent/guardian/custodian/representative;
  - b. One (1) contact is with either the:
    - i. PO providing direct supervision;
    - ii. youth correctional facility case manager or clinical staff; or
    - iii. youth care facility case manager or therapist.
  - c. Video conferencing should be utilized as much as possible to enhance the contact between the youth and his/her family while in a youth correctional facility or other out-of-home placement.
  - d. For youth in PRTF placements in other states, face-to-face contacts are required every other month with two (2) telephonic contacts with the youth in each month where no in-person contact takes place.
6. For determining the number of contacts listed above, all team meetings will be counted as contacts for both the youth and a collateral contact.
7. All face-to-face and collateral contacts will be recorded in YMS Chronological Notes.
8. POs will sometimes need to temporarily meet with youth more frequently or less often according to crises, placements, or as a positive reward for sustained progress or accomplishments. Whenever there is a presenting need for this to occur on a regular basis, the PO will first discuss this with his/her supervisor.

## **F. CONTACT WITH YOUTH AND OTHERS**

1. Motivational Interviewing (MI) skills and techniques will be utilized during face-to-face interviews with youth, parents, and others.
2. Effective Practices for Community Supervision (EPICS) skills and techniques will be utilized in most interviews with youth when crisis management is not the primary focus.

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3. Face-to-face contact with youth and other contacts will be utilized to:
  - a. assess youth behavior and progress related to community protection, accountability, and competency development;
  - b. monitor progress in the current case plan;
  - c. monitor compliance with parole conditions;
  - d. identify barriers to progress;
  - e. support youth's individual problem-solving abilities;
  - f. model pro-social behavior;
  - g. model pro-social problem-solving;
  - h. provide support and encouragement to youth and families;
  - i. assist in crisis management;
  - j. assess needs for case plan changes; and
  - k. assess effectiveness of services being provided.
  
4. Face-to-face contact with youth should occur outside the office as much as possible and should include the youth's home, school, or other locations.
  - a. PO safety must take precedence when conducting home or other visits.
  - b. POs will make every effort to coordinate and/or provide emergency assistance and services to youth who request such help.
  - c. POs will assist employable youth in finding suitable employment by having youth referred to a contracted mentor and the Department of Labor and Industry resources; and assist with job applications and transportation, when necessary.
  - d. POs and contracted mentors will provide guidance to youth on leisure time programs and activities available in the community.
  - e. Gaining additional background information may be needed with regards to peer associations; close family friends; persons living in the same household as the youth; and other persons entering into a significant relationship with the youth. Information from juvenile probation, law enforcement, and/or YMS/OMIS can be utilized.
  
5. Collateral contacts.
  - a. Collateral contacts should be made with the parent/guardian/custodian/representative on an ongoing and regular basis according to the youth's supervision level.
  - b. Contacts with community agencies should be with those agencies familiar with youth. These contacts should be made according to the case plan goals and have a specific purpose.
  - c. A release of information must be on file to discuss youth case plan goals, objectives, and progress with outside providers:
    - i. a release of information should be signed by the parent/guardian/custodian/representative prior to the youth's release to the community and should list all reentry team members working with the youth;
    - ii. a new release form should be signed whenever there is a change in the reentry team for the youth; and
    - iii. a new release of information form should be signed after every year on parole supervision.
    - iv. Whenever a parent/guardian/custodian/representative is not located, a superintendent of a youth correctional facility may sign this form.
  - d. Collateral contacts may include:
    - i. relatives;
    - ii. school officials;

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- iii. employers;
  - iv. mentors;
  - v. case managers;
  - vi. social workers;
  - vii. youth peers;
  - viii. group home and other placement provider staff;
  - ix. chemical dependency and/or mental health counselors;
  - x. juvenile and adult probation officers;
  - xi. law enforcement;
  - xii. service providers; and
  - xiii. others.
6. Agency referrals:
- a. POs will set up community services in accordance with recommendations from the youth correctional facility clinical staff and case manager.
  - b. Assessment and evaluation information will be reviewed and considered when setting up the youth's case plan.
  - c. Recommendations from therapists, placement providers, and other services providers will be obtained and reviewed on an ongoing basis and whenever there is a need for change in the youth's case plan and/or placement.
  - d. POs will fully utilize the services provided under contract with YSD:
    - i. Mountain Peaks, Inc., and Youth Homes, Inc., will be notified regarding status and placement changes of youth they are involved with throughout parole supervision.
    - ii. All youth have some level of mentoring services available to them through the contract with Mountain Peaks, Inc.
    - iii. Family Reentry Services, a contracted service provided by Youth Homes, Inc., will be utilized whenever appropriate to assist with family reunification efforts.
  - e. Referrals to community agencies will be made according to recommendations received from providers and the youth's reentry team.
7. Reentry team meetings:
- a. POs should schedule and conduct re-entry team meetings that include participation from the individuals and professionals that work closely with the youth.
  - b. The persons involved in these meetings will usually be those who attended the pre-placement meeting prior to the youth's release from a youth correctional facility.
  - c. The purpose of the team meetings is to:
    - i. review the youth's progress, case plan, and all new information regarding the youth's behavior;
    - ii. obtain recommendations from team members;
    - iii. enhance ongoing communication and teamwork with those persons working directly with the youth;
    - iv. discuss, decide, and implement any new changes to the youth's case plan; and
    - v. affirm positive youth progress.
  - d. Health Insurance Portability & Accountability Act (HIPAA) standards regarding the confidentiality of medical, psychological, and substance abuse information will be followed:
    - i. a release of information will be maintained that specifies the purpose of reentry team meetings to discuss case planning, progress, and goals; and



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- ii. specific HIPAA-protected information will be discussed only with persons who have a need to know.
  - e. Contact with persons at re-entry team meetings counts toward face-to-face and/or collateral contacts for supervision level standards.
- 8. Prior to youth discharge, release, or transfer:
  - a. The PO will meet with the youth to explain the implications of discharge, release, or transfer from DOC custody and supervision.
    - i. Upon discharge, the youth's file will be sealed at age 18 and can only be opened upon written order of the youth court, District Court, or other court of competent jurisdiction. File openings often occur when a person is convicted of a felony offense as an adult prior to age 28 for PPD staff to complete a pre-sentence investigation and report.
    - ii. When a youth is released back to juvenile probation supervision, the youth's DOC file will be sealed on his/her eighteenth birthday.
    - iii. Upon transfer of a youth to PPD supervision, the youth's file will be sealed when the youth has discharged from PPD supervision.
    - iv. In most cases involving a sealed file, a formal records check completed by a law enforcement agency should not show a record of youth court adjudications. A records check may indicate when the youth was convicted in justice court or city court for Possession of Alcohol; Possession of Tobacco; Fish and Game violations; and/or traffic offenses.
    - v. According to the Youth Court Act, any offenses adjudicated in youth court are NOT crimes. The youth has not committed any felony or misdemeanor for all offenses that were handled in youth court and not transferred to District Court. The youth can answer questions on job applications accordingly.
    - vi. The youth will no longer be on juvenile parole supervision on the effective date of discharge, release, or transfer.
  - b. The PO will provide the youth with a list of resources appropriate for the youth at age 18 or discharge.
  - c. The PO will provide the youth with an educational document regarding the legal rights and responsibilities of adults, if the youth wants this and the document was not already provided by the youth's mentor.

**G. EFFECTIVE PRACTICES IN COMMUNITY SUPERVISION (EPICS)**

- 1. EPICS addresses the principles of risk, need, and responsivity.
- 2. EPICS skills and techniques will be utilized in most face-to-face contacts with youth.
- 3. The four phases involved in EPICS sessions provide the basis of POs work with youth:
  - a. Check-In;
  - b. Review;
  - c. Intervention; and
  - d. Homework.
- 4. Various tools can be used for the EPICS intervention phase:
  - ABC Model/Behavior Chain;
  - Cognitive Restructuring;
  - Cost-Benefit Analysis;
  - Structured Skill Building;
  - New Thinking;
  - Conveyor Belt; and
  - Other tools.

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**IV. CLOSING:**

Questions concerning this procedure should be directed to the immediate supervisor.

**V. FORMS:**

- PPD 6.1.204 (A) Youth Case Plan/Progress Review
- PPD 6.1.204 (B) Youth Case Plan/Progress Review Reference Form