



## **COORDINATING YOUTH SERVICE STRATEGIES**

### **Tips for Centralizing Case Management, Using the Daisy Wheel Model, & Coordinating Services with other Systems to Serve Youth with Special Needs**

#### **Content Conference Call Tips**

Tuesday, May 10, 2005 • 9:15 -10:15 a.m.

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YCi hosted a conference call to discuss successes and challenges related to coordinating youth services. Guest panelists from the Imperial County WIB and the Santa Ana WIB shared information with participants on the following topics: successful strategies for collaboration, accomplishments of agencies and organizations who partner, ways to effectively pool resources, lessons learned from those who are working well together, and the common challenges of collaboration and how they are being addressed. The call was facilitated by Charlene Mouille, Vice President of New Ways to Work, and staffed by Chandra Larsen, New Ways Project Associate.

#### **Guest Panelists**

- ***Centralized Case Management System in Imperial County:*** Helen Palomino - Program Analyst for the Workforce Investment Board of Imperial County and Terry Swing - Program Compliance Coordinator of the Imperial County Office of Employment Training.
- ***Using a Navigator for Service Delivery through a Daisy Wheel - Santa Ana:*** Frances Cadenas - Youth Council Coordinator for the Santa Ana Youth Council and Workforce Investment Board and Sandy Barba - Youth Program Manager for the Santa Ana W/O/R/K Center.

#### **Imperial County - Centralized Case Management System**

Imperial County struggled with efficiently connecting youth with work due to a shortage of resources that strained their services, and a lack of connectivity between providers and leadership in other social service systems. Because of identified inefficiencies and concerns with loss of services, the local Youth Council and Workforce Investment Board worked to identify systemic challenges and identify strategies and solutions.

In October 2003 the Workforce Investment Board of Imperial County made two changes to improve their efficiency when connecting youth with work. First, they transitioned to a centralized case management system in order to maximize resources. Second, they created controls for the new system to prevent loss of services. By centralizing case management, they were able to better coordinate with other service providers and more fully serve the comprehensive needs of youth. Helen Palomino, Program Analyst for the WIB says that “by merging each other’s strengths and allowing organizations to focus on what they did best, local providers were able to support youth through their services, while one body focused on the administrative case management function.”

Since they transitioned to centralized case management their overall performance has increased, despite overall budget reductions of 60%. In fact, performance is 34% above their benchmark. In

addition, they've seen minimal changes in the number of youth served. In 1999, they were serving an average of 570 youth with a budget of 2.5 million dollars. By 2004, their budget had declined to 1 million dollars for youth, yet they were able to serve 550 youth and exceed their performance agreements. Palomino says of the transition to centralized case management, "the timing could not have been better because of the reduction...By centralizing case management we were able to stay afloat and increase our performance."

The Imperial County WIB was inspired by the Daisy Wheel Model presented at a YCi workshop. Since the WIB and Youth Council adopted "All Youth-One System" model and had participated actively in YCi, they were able to access information and resources to assist them in their transition. Palomino says that they used "YCi as a credible base for trying something new."

Several factors supported the successful merging of the centralized case management system. Youth Council members actively lobbied for a new implementation system and supported the transition. As a result, the WIB recognized that the Youth Council was a resource for implementing change. Members and leadership also made it a priority to network with other individuals/organizations who were doing similar work. Developing relationships with key decision makers led to a new conversation about what's possible, which culminated in agreements among the Youth Council, WIB, and Interagency Administrators.

### ***Choosing Strategies***

Imperial County explored procurement strategies and finally chose the following approaches:

- They accept both cost reimbursement contracts and fee for service contracts
- Service model is a hybrid of Daisy Wheel Model
- Youth program centralizes case management services with services delivered via a network of youth service providers
- The Youth Service Provider Network is made up of fee for service and cost reimbursement contractors as well as non-WIA services.

The centralized case management approach entailed certain contractual requirements from their service providers. First, they must identify leveraged in-kind contributions with other youth service agencies. Secondly, youth contracts require an MOU-type understanding between service partners. As a result, strong collaborative and cooperative relationships with schools, social services, behavioral health, employers, and One-Stops has led to an abundance of complementary services and great fiscal savings.

### ***Partnerships***

Imperial County found networking critical to meeting their goals. Palomino reflects that the "key is really building relationships so it is a win-win situation for all involved. Everyone has their own perspective about what problems are [affecting youth]. The secret to our success has been to build relationships with people who are willing to stretch beyond their personal perspective." She added that "partnerships must emphasize mutual benefit, non-duplicative effort, and commitment to excellence." Palomino reflects that the key to her success has been to "really put myself on the line and build relationships with people working at all levels and connecting them to others" who she knows can serve their needs.

### ***Supporting Foster Youth through Centralized Case Management***

Imperial County is transitioning into another stage of youth services. System challenges and continuous funding reductions have forced everyone to work more creatively and resourcefully. They are moving forward with open communication, improved coordination of resources, and strong commitment to goals. They are actively seeking connection with agencies and organizations willing to merge activities and systems. Currently they are piloting cross-system activities with the Department of Social Services, Department of Rehabilitation, and WIA adult services.

In May 2005, the Imperial County WIB established a pilot project to leverage resources to help meet the needs of foster youth. Building on the success of the centralized case management, this pilot was made possible due in large part to strong relationships between WIA and the Department of Social Services. They have developed a work agreement to support foster youth - connecting them with the right people from DSS and WIA Case Management providers. These agreements support all existing MOUs and expand upon them. As a result, partners are able to establish cooperative work relationships with all parties. As Palomino says, they are “tapping in from both sides to support the comprehensive needs of all youth.”

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### ***Santa Ana - Using a Navigator for Service Delivery through a Daisy Wheel***

The City of Santa Ana Workforce Investment Board and Youth Council have structured their service delivery model around the Daisy Wheel model. The WIB has employed a Navigator, the Santa Ana W/O/R/K Center, as the center of the “daisy” and their youth providers as the petals. By maximizing resources by centralizing marketing and administrative services, individual programs are able to focus on their strengths. This also allows agencies to work collaboratively to address the 10 WIA Elements, rather than attempting to cover them all through one program or organization. Some of the functions of the Navigator have been to identify eligibility, assist with marketing and outreach, complete MIS/JTA paperwork, facilitate communication, track performance outcomes, coordinate exit and follow-up services, and technical assistance.

#### ***Network of Providers***

Santa Ana decided to build a Network of Providers in order to unite resources, build partnerships, avoid fragmentation, and serve more youth (WIA and non-WIA). Their RFP explicitly asks applicants to join the Network, which meets biweekly. This model has also opened the doors for non-traditional One-Stop partners to get involved. For example, the American Lung Association has been involved in Youth Council meetings and has participated as a non-WIA funded service provider of youth programs. Network benefits have included the

systematizing of the “All Youth-One System” goals, facilitation of cross referrals, an increase in co-enrollments, and enhancement of performance.

Sandy Barba, Youth Program Manager for the Santa Ana W/O/R/K Center, recommends duplicating the Network model. “All youth providers should connect with their local Youth Council and build relationships with other providers.”

***Getting a Court Order to Share Information between WIA Providers, DSS, and DOP.***

After participation in a workshop on the topic of supporting foster youth and emancipated youth, three local WIBs (Santa Ana, Orange County, and Anaheim) began to explore how to streamline services and systems to support these youth. The WIB members held a meeting with representatives from the Department of Social Services (DSS) and the Department of Probation. The meeting resulted in agreement to pursue permission for the sharing of information between the WIB, DSS and Department of Probation. On April 27, 2005, the Superior Court of California, County of Orange issued a Judicial Order for Social Services to share information with the other agencies. With this new arrangement, youth do not have to undergo several different assessments requesting the same information. Click the following link to download a copy of the [Judicial Order](#).

Frances Cadenas, Youth Council Coordinator, says there were two primary reasons they were able to get the Judicial Order. First of all, line managers and supervisors put a lot of energy into figuring out how to improve programs. Because of their attention, they were able to develop a clear vision of what they wanted, and were specific about why they wanted access to sharing information. Secondly, Cadenas says that the “particular judge who issued the order is very knowledgeable about WIA and the youth programs.” His understanding, at least in part, may be attributed to the WIB’s providing “information to the courts regularly about our services and programs for youth.” They requested access to their ILPs and other basic information, and the Judge in the end allowed them to share much more than they expected.

Working in partnership with DSS and Department of Probation has allowed WIA providers to expand on the Transitional Independent Living Program of the DSS and provide services that fit their needs and requirements.

Stay tuned for an upcoming YCidea on Santa Ana’s success with coordinating services and systems to achieve a Judicial Order.

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## **Tools**

### **Santa Ana**

[Judicial Order](#)

[Employment Service Referral Form](#)

The following tools were disseminated in a Coordinating Youth Services Workshop hosted by New Ways to Work:

[Building a Coordinated Youth-Serving System Chart](#)

[Comprehensive Approach Definition](#)

[YCi Review of Daisy Wheel Model](#)

[Daisy Wheel Model - Document Petals](#)

[Daisy Wheel Model - Operational Center](#)

[Daisy Wheel Model - Performance Management](#)

[Daisy Wheel Model - Program Models](#)

[Operational Infrastructure Worksheet](#)

[Coordinating Youth Services Quick Assessment and Workplan](#)