



July 28, 2025

Mr. Ernie Cruz, Deputy Director
Community Services Division
Department of Developmental Services
1215 O Street, MS 8-20
Sacramento, CA 95814
OCO@dds.ca.gov

Dear Ernie:

RE: RCOC's Public Meeting via Webinar Requesting Community Input for Development of a Caseload Ratio Plan of Correction (POC) - Revised to address No or Low POS Caseloads

In a letter dated May 22, 2025, the Department of Developmental Services (DDS) acknowledged receipt of RCOC's Service Coordinator caseload ratio survey submitted March 14, 2025. This letter also informed us that, according to the data, as of March 1, 2025, RCOC did not meet the required caseload ratios mandated by Welfare & Institutions Code (WIC) section 4640.6(c) and Article IX, Section 2 of the Fiscal Year (FY) 2024-2025 Regional Center Contract. Specifically, RCOC did not meet the required for the highlighted categories noted in the following table:

Regional Center	On Waiver	Under 6 Years	Movers Within Last 12 Months	Over 5 Years, Non-Waiver, Non-Mover	Complex Needs	Low or No POS
WIC Required Ratios	1:62	1:40	1:45	1:66	1:25	1:40
RCOC Number of Individuals Served	8,381	6,186	0	12,342	54	240
RCOC Ratios	1:75	1:55	N/A	1:73	1:52	1:40

To remain competitive in hiring qualified staff, RCOC advertises current job openings through connections with local universities. RCOC posts employment opportunities on public job boards such as Indeed.com, and referrals from existing staff are considered. RCOC also posts job openings on its intranet and its external website. RCOC will remain persistent in further exploring recruitment methods in effort to attract high-quality job seekers within our community.

RCOC will continue to interview and hire Service Coordinators to further reduce caseload ratios across all required caseload ratio categories. RCOC remains committed to the utilization of technology that will streamline the work processes and tasks for service coordinators. Without sacrificing quality of service, RCOC will continue to balance the size of the caseload commensurate with the workload.

RCOC has reviewed and acknowledges the area of noncompliance with Low or No POS caseloads. Some cases were not removed from the Low or No POS caseload list to ensure that the transition is seamless between SCs. In addition, closed cases or cases that exited the program were still tagged as open. To minimize this noncompliance, RCOC will review Low or No POS caseloads twice per month and will ensure that the transition process out of Low or No POS caseloads is complete before a case is reassigned to prevent mixed caseloads. Closed cases and cases that exited the program will be removed from the ESC list.

RCOC requested community input with the development of this plan by sending the required 30-day advance notice on June 8, 2025. Recipients of this announcement included the regional manager of the State Council on Developmental Disabilities-Orange County, the Office of Clients' Rights Advocacy, RCOC's Primary DDS Liaison-Southern Region, RCOC employees, members of the Regional Center of Orange County's Vendor Advisory Committee, and all persons served and their families in our database who receive email. Flyers were mailed to those without access to email, and notice of this meeting was posted on RCOC's website. To consider the language needs of its community, all announcements and notices were provided in English, Spanish, Vietnamese and Korean.

This is RCOC's plan of correction as required in Section 4640.6(f) of the Welfare & Institutions Code (W&I).

If you have questions please call me at (714) 796-5255.

Sincerely,



Larry Landauer
Executive Director

c: Sandy Martin, Regional Center of Orange County, Inc.
Amy Westling, Association of Regional Center Agencies
Monserrat Palacios, Department of Developmental Services

Regional Center of Orange County

Caseload Ratio Plan Of Correction

Wednesday, July 8, 2025, 5:30 p.m.

Public Meeting via Webinar

Meeting Summary Notes

I. Plan Of Correction

Mr. Arturo Cazares, Director of Community Services, and Ms. Jennifer Montanez, Director of Case Management presented the Service Coordinator Caseload Ratio Plan Of Correction (POC). Simultaneous interpretation was available in Spanish, Vietnamese and Korean.

II. Community Participation

Attachments include questions and comments submitted by attendees during the webinar, and input submitted by the community via email.

WELCOME

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CHÀO MỪNG

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Interpretation

Listening to language
interpretation

1. In your meeting/webinar controls, click **Interpretation**.
2. Click the language that you would like to hear.
3. (Optional) To only hear the interpreted language, click **Mute Original Audio**.

Interpretación

Como escuchar la
interpretación de un idioma.

1. En los controles de la reunión, o el seminario web, haga clic en **“Interpretation”**.
2. Haga clic en el idioma que desee escuchar.
3. (Opcional) Para escuchar solo el idioma interpretado, haga clic en **“Mute Original Audio”**.

Diễn dịch

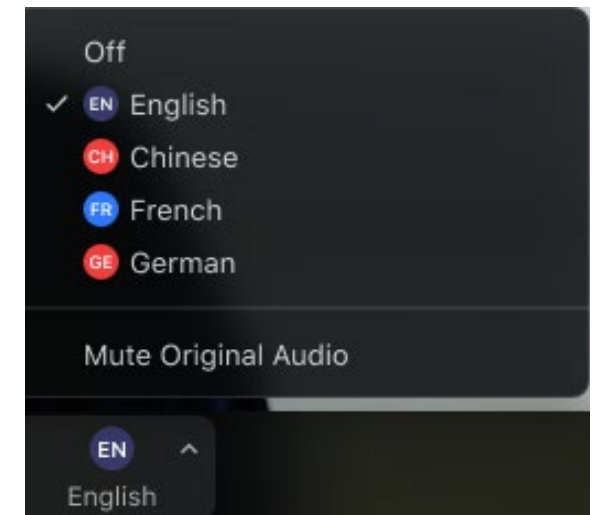
Nghe phiên dịch ngôn ngữ

1. Trong chế độ điều khiển cuộc họp / hội thảo trên web của bạn, nhấp chuột vào **“Interpretation”**.
2. Nhấp vào ngôn ngữ bạn muốn nghe.
3. (Tùy chọn) Để chỉ nghe thông dịch theo ngôn ngữ bạn chọn, nhấp vào **“Mute Original Audio”** để tắt tiếng âm thanh gốc bằng Tiếng Anh.

통역

언어 통역 듣기

1. 회의/웹 세미나 제어에서 통역을 클릭하세요 **“Interpretation”**.
2. 듣고 싶은 언어를 클릭하세요.
3. (선택 사항) 통역된 언어만 듣고 싶으면 클릭하세요 **“Mute Original Audio”**.





Regional Center of Orange County

Caseload Ratio Plan of Correction Public Meeting

Fiscal Year 2024-25

July 8, 2025

Presented by:

Arturo Cazares, Director of Community Services and

Jennifer Montanez, Director of Case Management

Caseload Ratio Plan of Correction

- ▶ DDS requires a public meeting for the plan of correction and will not approve higher ratios
- ▶ Plan of correction must include input from the community (comments can be submitted to input@rcocdd.com)

Lanterman Act Specifies Caseload Ratios

- ▶ **1 to 62** for all persons served enrolled in the Home and Community Based Services Waiver (HCBS) program, also known as Medicaid Waiver
- ▶ **1 to 40** for all persons served under age 6
- ▶ **1 to 45 Movers within last 12 months**
- ▶ **1 to 66** for all other persons we serve (*including HCBS 1915(i) State Plan Amendment*)
- ▶ **1 to 25** Complex Needs
- ▶ **1 to 40** Low or No Purchase of Services

Lanterman Act Specifies Caseload Ratios

Regional Center	On Waiver	Under 6 Years	Movers Within Last 12 Months	Over 5 Years, Non-Waiver, Non-Mover	Complex Needs	Low or No POS
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RCOC Number of Individuals Served	8,381	6,186	0	12,342	54	240
RCOC Ratios	1:75	1:55	N/A	1:73	1:52	1:40

RCOC did not meet all the required ratios mandated by Welfare & Institutions Code (WIC) section 4640.6(c) and Article IX, Section 2 of the Fiscal Year (FY) 2024-2025 Regional Center Contract. Specifically, RCOC did not meet the required caseload ratios for the highlighted categories noted in the table above.

Caseload Ratio Plan of Correction

RCOC will focus on lowering overall caseloads for persons served under six years of age as follows:

- ▶ birth to 3 years of age
- ▶ provisional eligibility
- ▶ self-determination
- ▶ residing in specialized homes
- ▶ all other persons served under six years of age

Caseload Ratio Plan of Correction, *Continued*

RCOC's next focus will be lowering caseloads for persons served:

- ▶ with complex needs
- ▶ on waiver, and
- ▶ remaining caseloads

Service Coordinators Hired

Fiscal Year	Total SCs Hired	Total SCs Terminated*	Net SCs Hired
FY 2022-2023	88	37	51
FY 2023-2024	78	30	48
FY 2024-2025**	106	35	71

* Includes Voluntary and Involuntary terminations i.e., move out of state, new job, stay at home, retirement, etc.

** Counts available as of May 31, 2025

Service Coordinators Hired, *Continued*

- ▶ RCOC SCs are exempt, allows flexibility to arrange their schedules to support families
- ▶ New SCs are gradually assigned a full caseload
- ▶ As the number of SCs hired increases, so does the need for more supervisors, and these promotions impact caseloads
- ▶ Promotional opportunities in other departments also affect caseloads

Historically, National Core Indicators (NCI) Surveys show satisfaction, even when caseload ratios are not met

NCI Survey and Year	Able to Contact SC When Wants	Satisfied with Services and Supports Currently Received	Services and Supports Have Made a Positive Difference	Services and Supports Help to Live a Good Life
Adult Family FY 21 / 22	85%	85%	94%	92%
Family Guardian FY 21 / 22	89%	92%	98%	99%
Child Family FY 21 / 22	83%	76%	94%	93%
Adult Family FY 19 / 20	90%	85%	95%	95%
Family Guardian FY 19 / 20	93%	93%	99%	99%
Child Family FY 18 / 19	89%	78%	95%	93%
Adult Family FY 16 / 17	89%	86%	88%	91%
Family Guardian FY 16 / 17	87%	92%	92%	96%
Child Family FY 15 / 16	85%	76%	93%	92%
Adult Family FY 13 / 14	86%	88%	92%	N/A
Family Guardian FY 13 / 14	93%	91%	96%	N/A
Child Family FY 12 / 13	80%	71%	92%	N/A

N/A = question not asked Nationally

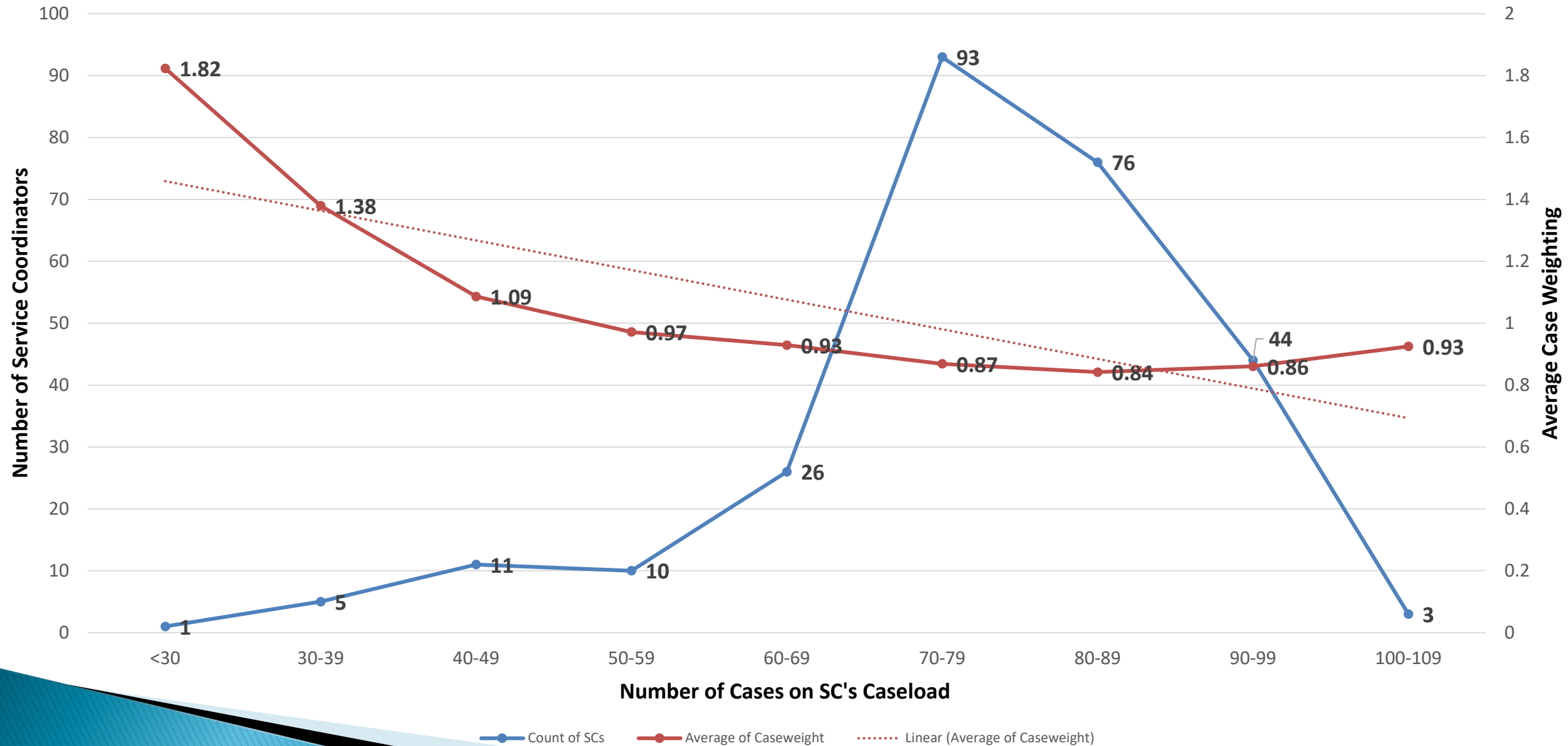
The following graphs show the way we work:

Workload (case weighting)

vs.

Caseload (number of cases)

Caseload Assignments and Average Case Weighting as of June 06, 2025

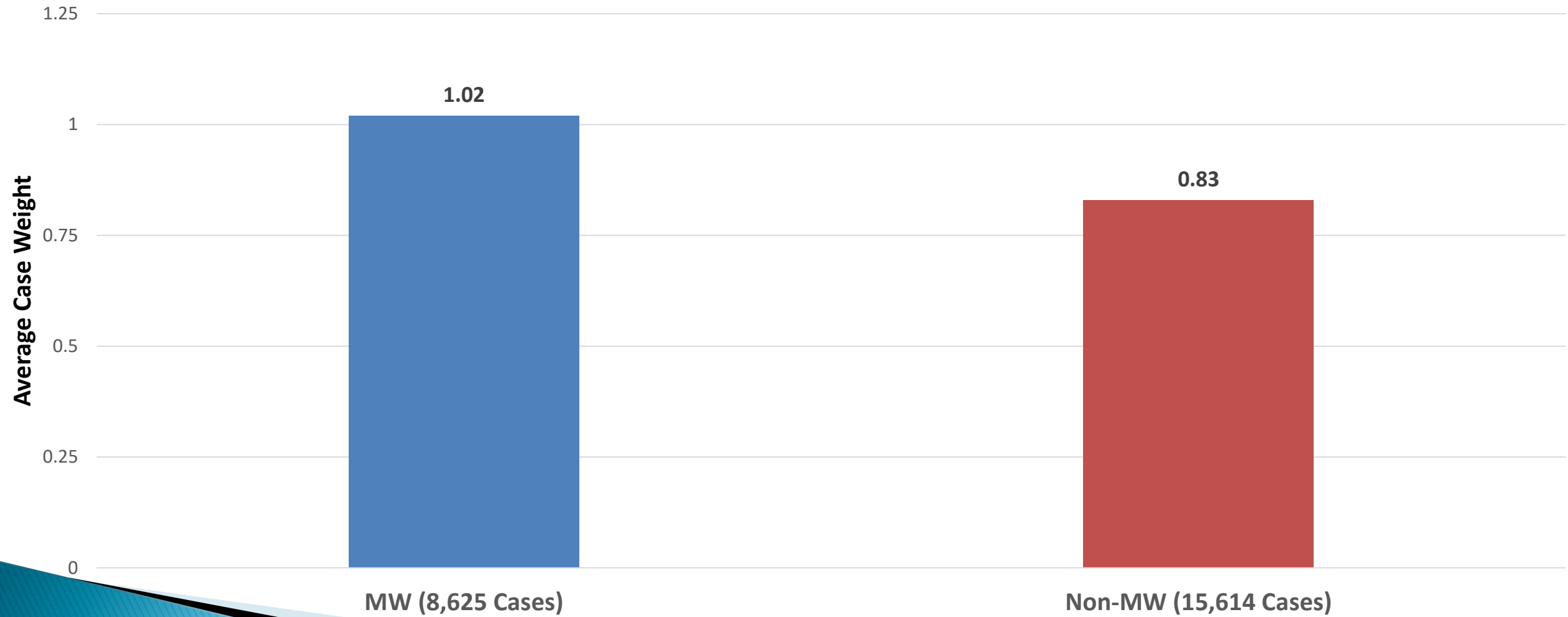


Current Criteria Included for Case Weighting

- ▶ New to RCOC (3 months)
- ▶ Newly Assigned (6 months)
- ▶ Diagnosis & Evaluation
- ▶ Early Start/Transition/CCS/status 0
- ▶ Fair Hearing
- ▶ Out of County
- ▶ Out of State
- ▶ Monolingual
- ▶ Quarterly Reviews Required
- ▶ Medicaid Waiver
- ▶ Developmental Center
- ▶ Individual Educational Plan (IEPs)
- ▶ High School Transition Period (16 to 22 years of age)
- ▶ Parent is a Person Served
- ▶ Behaviors
- ▶ Dual Diagnosis
- ▶ Sexually Inappropriate
- ▶ Criminal Justice Involvement
- ▶ Special Incident Reports (SIRs)
- ▶ Resource Groups
- ▶ Planning Team Meetings (PTMs)
- ▶ 3 or more different behavior vendors used in the past year
- ▶ Get Safe Contract
- ▶ Crisis Management Services
- ▶ Self Determination
- ▶ Enhanced Service Coordination
- ▶ Provisional Transition (4.8-5)

Case Weight Comparison

Medicaid Waiver and Non-Medicaid Waiver



Higher Ratios

- ▶ Higher ratios have not reduced the level of quality service provided by RCOC's Service Coordinators to those we serve and their families. However, lack of resources has.
- ▶ Promotions impact ratios, the best SCs make the best supervisors.
- ▶ Caseload growth (approximately 5% annually for the past five years) affects the ratios.

Quality vs. Quantity

- ▶ Caseload size does not equal workload
- ▶ Better to have fewer (higher quality) service coordinators working efficiently than higher number (quantity) of lower paid service coordinators

Caseload Ratio Plan of Correction Public Meeting

RCOC's Plan of Correction must include input from the community.
Comments can be submitted to input@rcocdd.com.

**Any Questions or Suggestions
Related to Plan of Correction?**

Question Report
Report generated
time

7/21/2025 10:55

Topic	Webinar ID	Actual Start Time	Actual Duration (minutes)	# Question	
Caseload Ratio Public Meeting	963 3021 1755	7/8/2025 17:15		67	15

Question Details

# Question	Asker Name	Asker Email	Answer	Question Time	Answered Time	Answer Name	Answer Email
1 How are the complex needs identified for the family?	Alexa Lugo	Ahernandezlugo.if@gmail.com	live answered	7/8/2025 17:35	7/8/2025 18:07	Regional Center of Orange County	it@rcocdd.com
2 What is the data for the voluntary and involuntary terminations	Alexa Lugo	Ahernandezlugo.if@gmail.com	live answered	7/8/2025 17:39	7/8/2025 18:09	Regional Center of Orange County	it@rcocdd.com
3 Any NCI results more current? Last year shown is 2021-2022	Suzanne Blau	Shb2417@gmail.com	live answered	7/8/2025 17:46	7/8/2025 18:03	Regional Center of Orange County	it@rcocdd.com
4 How can we find out how our son's case is "weighted"? what if we disagree with the case weight designation?	Suzanne Blau	Shb2417@gmail.com	live answered	7/8/2025 17:52	7/8/2025 18:04	Regional Center of Orange County	it@rcocdd.com
5 will this powerpoint be avaiable afterwards	Kathleen Kay	katieanncarabajal@gmail.com	live answered	7/8/2025 17:55	7/8/2025 17:57	Sandra Per dew	sper dew@rcocdd.com
5 will this powerpoint be avaiable afterwards	Kathleen Kay	katieanncarabajal@gmail.com	The presentation is available on RCOC's website in English, Spanish, Vietnamese and Korean at https://www.rcocdd.com/about-rcoc/transparency-and-accountability/caseload-ratio-plan-of-correction/	7/8/2025 17:55	7/8/2025 17:58	Regional Center of Orange County	it@rcocdd.com
6 From the net SC hires of 71, how many are new to the industry vs transfers from other regional centers?	Omar Tawfik	Mividaecorp@gmail.com	live answered	7/8/2025 17:57	7/8/2025 17:57	Sandra Per dew	sper dew@rcocdd.com
7 Thank you for sharing of Arturo your expereince when you were SC however per the data on the powerpoint there was a caseload growth of 5% for the past five years that can drastically change the work environment and its demands. I am wondering in what ways higher management is still being connected with SC's to ensure that retaining the staff is evolving.	Alexa Lugo	Ahernandezlugo.if@gmail.com	live answered	7/8/2025 18:01	7/8/2025 18:18	Regional Center of Orange County	it@rcocdd.com
8 Are you looking for more service coordinators, what are the requirements and how do they apply?	Megan Farmer	megan.farmer@nursenextdoor.com	Please visit our website for open opportunities https://www.rcocdd.com/current-openings/	7/8/2025 18:05	7/8/2025 18:13	Regional Center of Orange County	it@rcocdd.com
9 Please discuss what are the determining factors for a "Complex Case," and does the individual/family know whether they are considered a Complex Case?	Kathleen McFarlin	kathleen.mcfarlin@gmail.com	live answered	7/8/2025 18:05	7/8/2025 18:08	Regional Center of Orange County	it@rcocdd.com
10 Does the recommended caseload ratio of 1:62 also apply to the forensic/high risk assessment team/department?	Omar Tawfik	Mividaecorp@gmail.com	live answered	7/8/2025 18:07	7/8/2025 18:17	Regional Center of Orange County	it@rcocdd.com
11 acaban de comentar que las encuestas son basada por el coordinador que hace el reporte. apoco ellos van a reportar que no hacen bien su trabajo. no tiene sentido.	Carmen Silva	gelysilva45@hotmail.com	live answered	7/8/2025 18:09	7/8/2025 18:11	Regional Center of Orange County	it@rcocdd.com

12	Can we get access to the slide presentation from today?	Suzanne Blau	Shb2417@gmail.com	The presentation is available on RCOC's website in English, Spanish, Vietnamese and Korean at https://www.rcocdd.com/about-rcoc/transparency-and-accountability/caseload-ratio-plan-of-correction/	7/8/2025 18:11	7/8/2025 18:12	Regional Center of Orange County	it@rcocdd.com
13	Thanks!	Suzanne Blau	Shb2417@gmail.com	Thanks for joining us today!	7/8/2025 18:18	7/8/2025 18:19	Regional Center of Orange County	it@rcocdd.com
14	I wanted to extend my sincere thanks for your timely and professional communication. Since I began working with center I've truly appreciated the responsiveness and support provided.	Shannon Sackos	shannon.sackos@adjoin.org	live answered	7/8/2025 18:20	7/8/2025 18:22	Regional Center of Orange County	it@rcocdd.com
15	hi, I would like to know how often the SC is looking for placement for clients?	kim-Phuong Truong	lavonnehomecare@yahoo.com		7/8/2025 18:22			

Executive Office

From: Executive Office
Sent: Wednesday, July 9, 2025 6:07 PM
To: [REDACTED]
Subject: RE: [External] Fwd: Thank you for attending Caseload Ratio Public Meeting

Thank you for your email, [REDACTED] we will include your input with the report to DDS.

Thank you,
Executive Office
Regional Center of Orange County
Phone: (714) 796-5100

From: [REDACTED]
Sent: Wednesday, July 9, 2025 6:03 PM
To: Executive Office <executiveoffice@rcocdd.com>
Subject: [External] Fwd: Thank you for attending Caseload Ratio Public Meeting

Thank you so much for this follow-up email. I truly appreciate everyone at RCOC, especially our Service Coordinator, Leslie Cordova-Lopez - she's amazing!

I wasn't able to ask this during yesterday's zoom as I was only listening while driving home, but I wanted to check: Will the virtual chart also be accessible to RCOC clients and/or parents of minors? It would be helpful to review IPP meeting notes and possibly keep all communication with our SC in one place and keep track of the conversation history with our SC.

Kind regards,

[REDACTED]

----- Forwarded message -----

From: Regional Center of Orange County <no-reply@zoom.us>
Date: Wed, Jul 9, 2025 at 5:20 PM
Subject: Thank you for attending Caseload Ratio Public Meeting
To: [REDACTED]

Executive Office

From: Executive Office
Sent: Wednesday, July 9, 2025 6:05 PM
To: [REDACTED]
Subject: RE: [External] Fwd: Caseload Ratio Public Meeting 7.7.25

Hello [REDACTED]:

Thank you for your email, we will include this with the report to DDS.

Thank you,
Executive Office
Regional Center of Orange County
Phone: (714) 796-5100

From: [REDACTED]
Sent: Wednesday, July 9, 2025 5:59 PM
To: input <input@rcocdd.com>
Subject: [External] Fwd: Caseload Ratio Public Meeting 7.7.25

I attended this Zoom webinar yesterday evening and would like to give some input.

First of all Jennifer Montanez and Arturo Cazares did an excellent job of presenting the data and responding to questions. However, I feel they did so strictly from the perspective of RCOC administration which is not necessarily the same as the perspective of those RCOC is mandated to serve. I would like to share my thoughts as a parent of someone served by this agency.

- The discussion of **quality vs. quantity** - as the former Manager of Comfort Connection Family Resource Center, it was apparent that Service Coordinators became less and less familiar on a personal level with those on their case list. When asked to nominate families who would be helped by Wish Tree, Thanksgiving Dinner, or school backpacks, we never heard from the majority of the SCs. I believe this is not because they didn't care but because they don't know their families on a personal level. Holding one meeting a year, often held as a Zoom meeting, does not allow them the opportunity to understand how a family is functioning or what their needs may be. Reducing the Caseload Ratio as required by the State would be one step to improve the quality of RCOC's support to families.
- The **NCI data** is utilized again and again to demonstrate families' overall satisfaction. And yes, many families feel that RCOC provides them what they need but I do not believe it to be an accurate measure of the community's reality. I come back to that old axiom of "You don't know what you don't know." As a few examples, families aren't aware that their child could benefit from support within their child care setting; families aren't aware that Coordinated Family Services (CFS) might help relieve some of their stress; families aren't aware of the breadth of recreational services available to them. I could go on and on with what families do not understand about RCOC services. RCOC has always relied upon the Service Coordinator as the essential person who will assess the family's needs and bring them to their attention, yet this doesn't happen in a single meeting conducted electronically on an annual basis. And thus, many families consider RCOC to be doing their job because they see that job is being much more limited than it actually could be and provide higher scores on a survey. But conversely, you've had an adamant group of Spanish-speaking families telling you this is not the case. What other forum exists for families to express their concerns? When do English- or Vietnamese- or Korean-speaking parents get a chance to speak directly to RCOC decision makers?
- RCOC holds up Virtual Chart as a tremendous achievement supporting the work of SCs - and it is! I extend absolute kudos to the IT Department, and particularly Jerrod Bonner, who works endlessly to update Virtual

Chart and make it as responsive as possible to the needs of SCs. Just a few of the positive results have been more accurate family data maintained, contracts put into place quicker to serve families, greater transparency and easier supervision of cases, easier transfer of cases from one SC to another or one Regional Center to another, much improved ability to analyze how and when services are being utilized. Yet, Virtual Chart is a tool to be used by SCs to make the paperwork of their job run more smoothly; but it cannot substitute for the essential person-to-person contact that is needed.

- Last night there was also some discussion about exempt versus non-exempt employees. Our policy of hiring only full-time, exempt employees was put forward as the optimal approach but I think this should be re-examined. There are instances when RCOC terminates employment for excellent SCs or rejects potential candidates because their family demands do not allow them to work full-time. I believe having an experienced, fully committed employee is preferable to having an inexperienced full-time staff member. This rigid employment policy gets in the way of RCOC hiring and maintaining the best people. And I believe the stumbling block to change is that the Accounting Department does not like to process part-time time sheets. Are we striving for quality? or simply for ease and efficiency?
- Some data was provided about hiring and retention of employees. I was struck by how low the retention rate was and how these numbers would be considered a very poor reflection of a company in the corporate world. Rather than hear anecdotes as to why some people choose to leave, I think it would be useful to see an analysis of exit reviews and reasons stated for leaving. Although some people remain loyal employees for a very many years, there are some who leave within the first three years because they are over-burdened with paperwork and don't have time to really have contact with those they wish to serve.

As a previous staff member of RCOC, I was aware that the State's caseload ratios were routinely scoffed at as unnecessary and unrealistic. I have no doubt that HR is doing all they can to meet these ratios dictated by the State, but I wish RCOC's overall management would put aside the notion that there is so little room for improvement and that the efficiency of Virtual Chart is a significant reason why Orange County doesn't need to meet these ratios required in other areas of the State.

Families in Orange County continue to need more contact and attention in order to have their needs met and to understand how RCOC can support them. We need to embrace these imposed caseload ratios as an important step that could improve the lives of those served by RCOC.

- [REDACTED]

I would like to know that my input was received and to whom it will be distributed.

Sent

Caseload Ratio Public Webinar Meeting July 8, 2025

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Reporting

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Email Performance

See how your emails are doing with your audience.

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43240

Open Rate

64.7%

Click Rate

1.6%

