

# 2021 Executive Director Leadership Survey Results Regional Center of Orange County

Conducted by the Thompson Policy Institute on Disability  
Chapman University

Audri Sandoval Gomez, PhD & Meghan Cosiser, PhD

November 4, 2021



CHAPMAN  
UNIVERSITY

**Thompson Policy Institute  
on Disability**

# Which reviewer groups reviewed which leadership groups?

Respondent Groups	Leadership groups being reviewed			
	Executive Director	Directors	Managers	Supervisors
Board of Directors	YES	NO	NO	NO
Community Members	YES	NO	NO	NO
Directors	YES	NO	NO	NO
Managers	YES	YES	NO	NO
Supervisors	YES	YES	YES	NO
Staff	YES	YES	YES	YES

# Who responded to the survey?

Respondent Groups	Respondent Count	Questionnaires Sent	Response Rate
Board of Directors	5	15	30%
Director	5	6	83%
Manager	9	15	60%
Supervisor	14	24	58%
Staff	172	397	43%
Community Members	English 1,393 Spanish 143 Vietnamese 52 Total 1,553	English 40,642 Spanish 5,901 Vietnamese 1,359 Total 47,902	0.03%*
<b>Total</b>	233	498	46.8%



CHAPMAN  
UNIVERSITY

**Thompson Policy Institute  
on Disability**

# Questionnaire format

## RCOC Employees and Board of Directors

### Part I - Nineteen (19) four-choice questions

- Leadership (5 questions)
- Vision (3 questions)
- Problem Solving (4 questions)
- Communication Skills (4 questions)
- Customer Focus (3 questions)

### Part II - General Questions (4 questions)

### Part III - Open-Ended Optional Questions for Each Leadership

## Community Survey

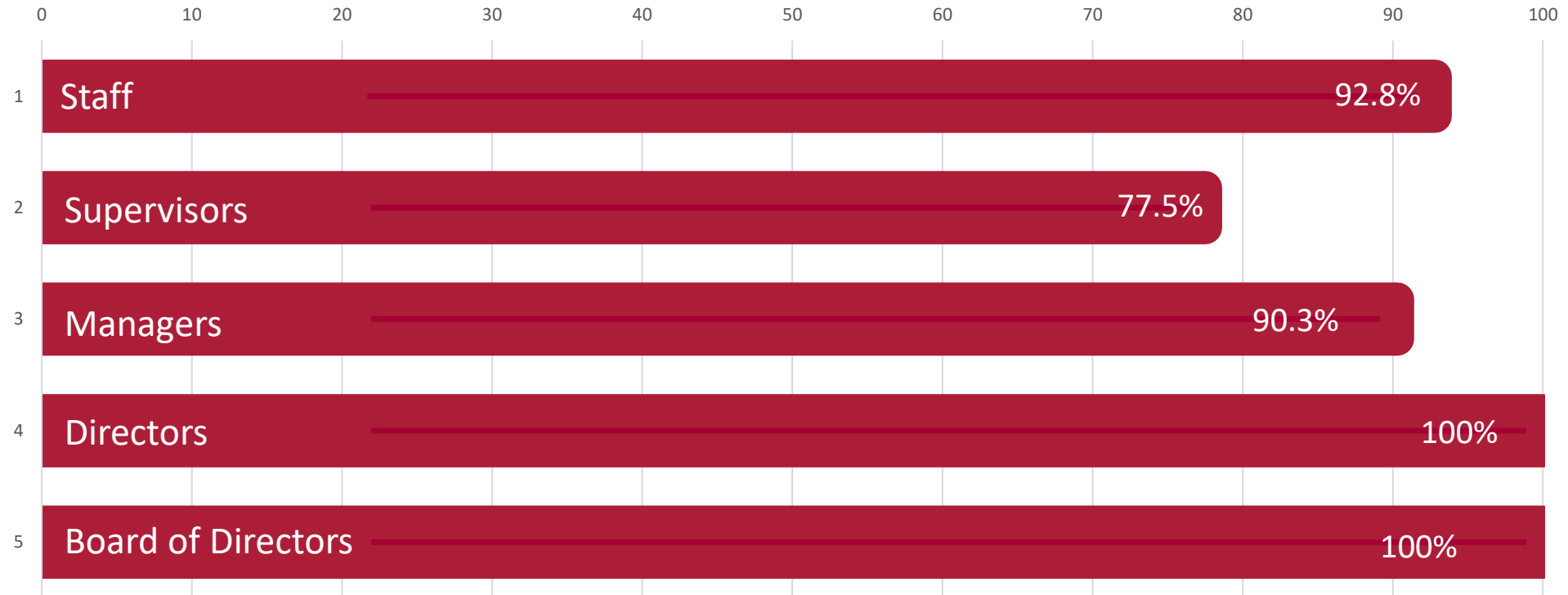
Five-choice questions (with optional open-ended questions) in English, Spanish, and Vietnamese



CHAPMAN  
UNIVERSITY

**Thompson Policy Institute  
on Disability**

## Executive Director Meets or Exceeds Expectations (all respondents with an opinion)



## Distribution of “Fails to Meet Expectations” by Respondent Categories

Respondent Groups	Supervisors	Managers	Directors	Executive Director
Staff	8.6%	13.1%	7.7%	5.5%
Supervisors	--	23.0%	22.6%	20.6%
Managers	--	--	12.7%	9.2%
Directors	--	--	--	0.0%
Board	--	--	--	0.0%
Average “Fail” Rating	8.6%	18.0%	14.4%	7.1%

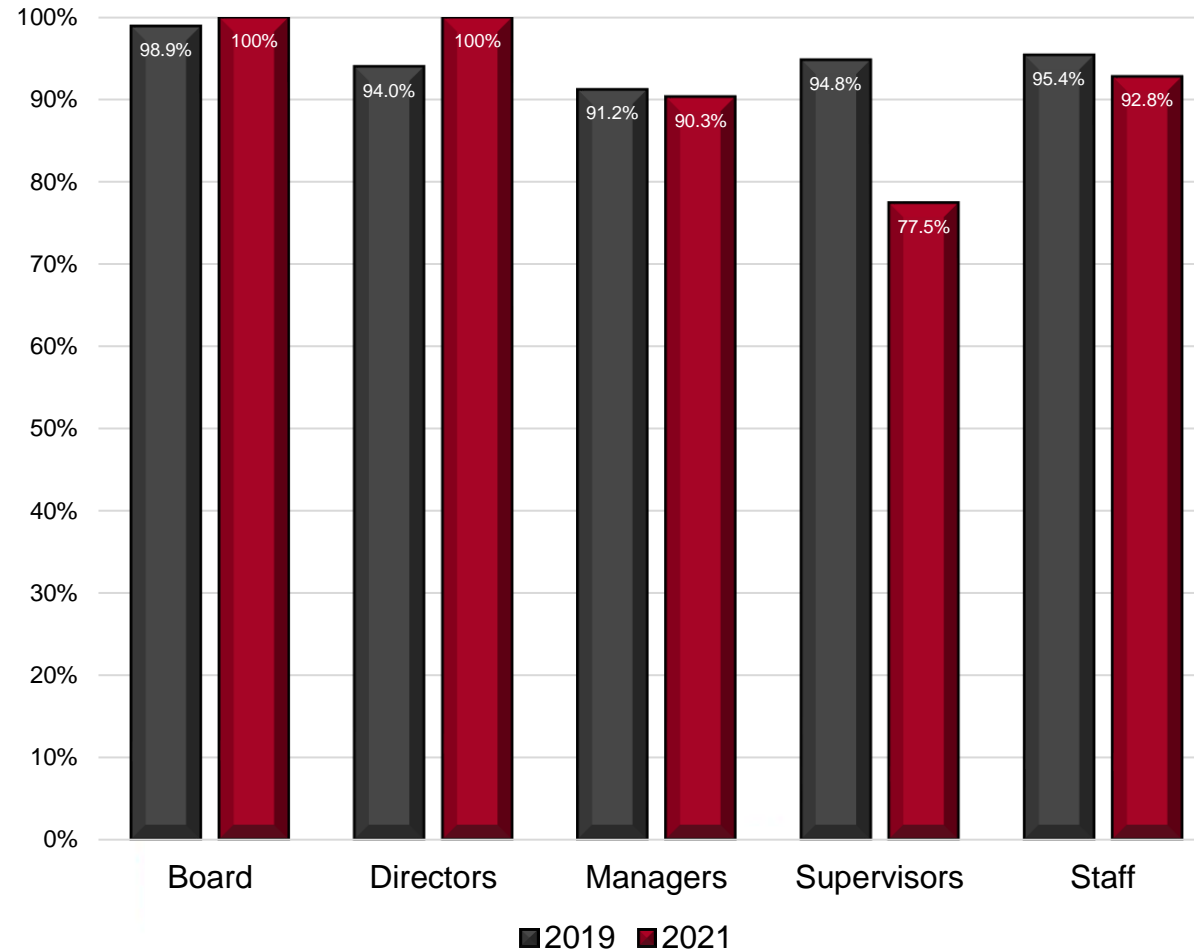


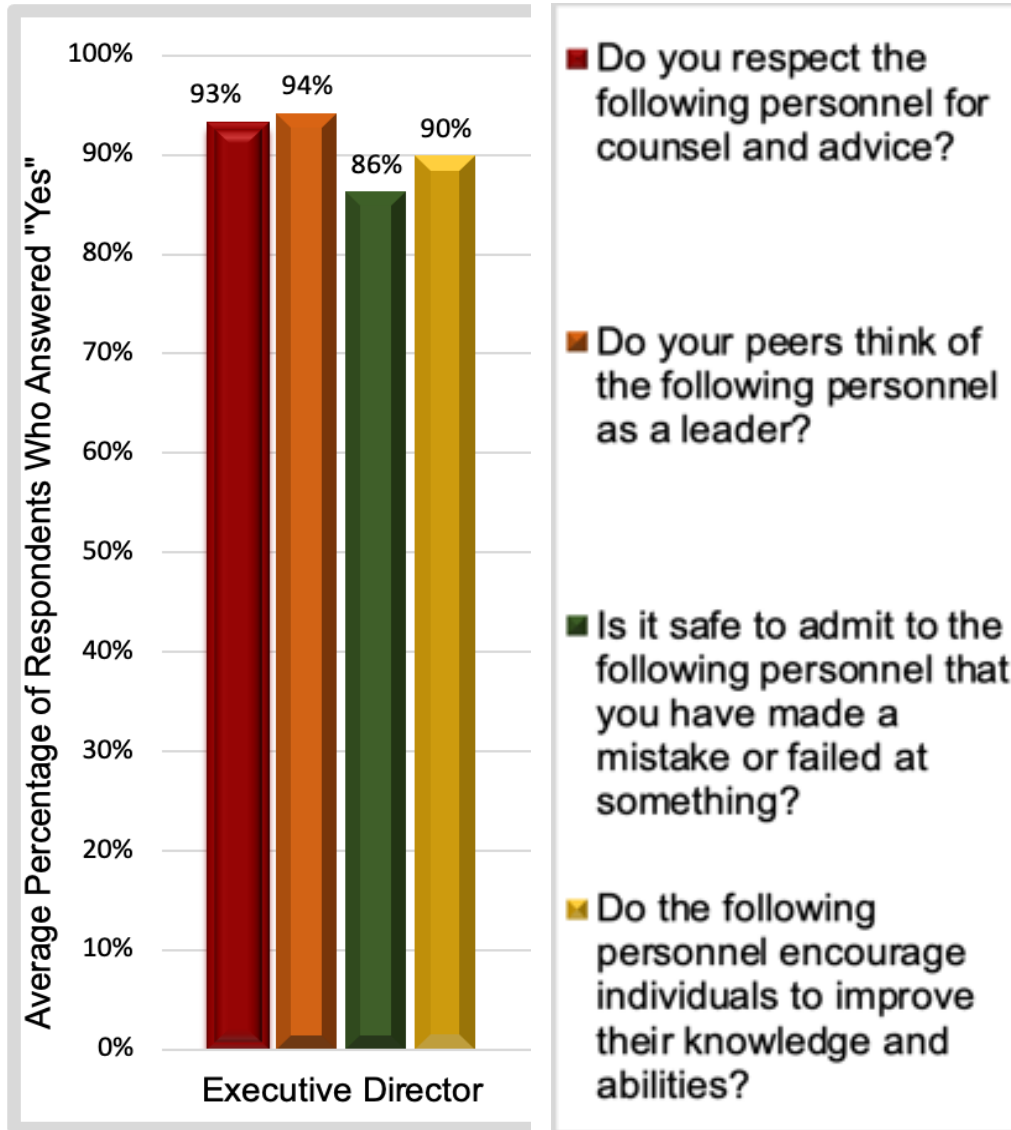
CHAPMAN  
UNIVERSITY

**Thompson Policy Institute  
on Disability**

# Executive Director

## “Meets or Exceeds Expectations”: A Two-Year Comparison





Average Scores of all Respondent Groups Who Answered "Yes" on Each Question

# Staff Comments on the Executive Director (39 comments)

- More than half of the comments from the staff expressed confidence in Mr. Landauer's role as Executive Director at RCOC.
- Many of the comments focused on his availability to RCOC employees, his genuine care, support, communication, and leadership skills.
- There were some comments focused on staff having minimal communication and interaction with Mr. Landauer impeding their ability to provide meaningful feedback.

# Summary of Community Survey Responses

Community Survey Questions	Strongly Disagree & Disagree	Strongly Agree & Agree	No Opinion
Q1: Under the leadership of Larry Landauer, Executive Director, do you feel that Regional Center services and supports have made a positive difference in the life of your family/family member?	8%	76%	16%
Q2: Under the leadership of Larry Landauer, Executive Director, are Regional Center services and supports helping your family member to live a good life?	9%	73%	18%
Q3: Under the leadership of Larry Landauer, Executive Director, do you feel that Regional Center service coordination is responsive and helpful to you?	10%	76%	14%
Q4: Under the leadership of Larry Landauer, Executive Director, are you overall satisfied with the Regional Center services and supports your family member currently receives?	12%	75%	13%



CHAPMAN  
UNIVERSITY

**Thompson Policy Institute  
on Disability**

# Overall Results

- The statistical survey results reveal that, overall, survey respondents perceive RCOC leadership as meeting or exceeding their expectations.
- An average of 92.12% of all survey respondents (excluding community members), across all categories, perceive RCOC leadership as meeting or exceeding their expectations.
- There was also a high rating among the community members with an average of 75% of the community members perceiving that under the leadership of Mr. Landauer, RCOC has made a difference in support services, service coordination, responsiveness, and overall satisfaction for clients of RCOC.
- It is important to note, that 15.25% of the community members did not have an opinion, which did make some impact in the strongly agree and agree satisfaction ratings. The narrative comments appear to support this high level of support.

# Executive Director Leadership Survey Results Regional Center of Orange County

## THANK YOU!

Conducted by the Thompson Policy Institute on Disability  
Chapman University

Audri Gomez, Ph.D., Meghan Cosier, Ph.D., & Kacy Martin, Ph.D.

November 4, 2021



CHAPMAN  
UNIVERSITY

**Thompson Policy Institute  
on Disability**



CHAPMAN  
UNIVERSITY

Thompson Policy Institute  
on Disability

**2021 Final Report**  
**Executive Director Leadership Survey**  
**Regional Center of Orange County**

Conducted by the Thompson Policy Institute on Disability  
Chapman University, Attallah College of Educational Studies  
Audri Sandoval Gomez, PhD, Meghan Cosier, PhD, & Kacy Martin, PhD  
November 4, 2021

**Executive Summary**

The 2021 Executive Leadership Survey was developed and distributed to various stakeholders to provide an evaluative report of the Regional Center of Orange County (RCOC) leadership team. The survey included two different questionnaires, one for the Board of Directors and RCOC employees and one for Community Members. Responses were obtained by 1,758 participants representing the Community Members, Staff, Supervisors, Managers, Directors, and the Board of Directors. A total of 1,553 Community Members responded, with the remaining 205 respondents representing the Board of Directors and RCOC employees. There were 1,262 narrative responses within the survey, 966 from Community Members, 264 from RCOC Staff and 32 from the remaining groups (Supervisors, Managers, Directors, and Board of Advisors). This report is intended to provide a representative sample of various points of view derived from the narrative responses of all stakeholder groups. Overall, and considering all survey results, RCOC leadership is viewed highly by the various constituent groups. The Executive Director received the highest ratings from all RCOC employees and the Board of Directors, while the Supervisors gave the lowest ratings across all leadership levels. The Community Member survey resulted in positive ratings for the Executive Director ranging from 73%-76%, however, it is important to note that community members also had a 13%-18% “no opinion” response range and many of the narrative responses focus on RCOC staff and services.

**Survey Background**

The TPI developed a proprietary questionnaire using the Chapman Qualtrics system, a highly protected and confidential survey software system located on Chapman’s redundant servers. All questions were consistent with those used by RCOC in previous leadership surveys, except for the survey questions for community members. These questions were unique to this stakeholder group.

This final report of the 2021 Executive Director Leadership Survey is a written comprehensive report presented to the RCOC Board on November 4, 2021. A live presentation focusing primarily on the opinions of the Executive Director's leadership will also be presented to the RCOC Board at their November 4, 2021 meeting.

### Survey Design

All questions were constructed by the RCOC team and formatting was under the design of the Thompson Policy Institute on Disability, in collaboration with RCOC leadership. There were six respondent groups (see Table 1). Each respondent group received a separate question set; however, the question variance across the five question sets were minor. One exception was of the community members, who received an entirely different question set. Each respondent group was asked for their opinions on the degree to which the RCOC Leadership met their performance expectations. Each respondent group only evaluated their leadership up to and including the Executive Director.

### Summary of Results

The community respondents to the questionnaire included 1,553 community members, 5 members of the Board of Directors, 5 Directors, 9 Managers, 14 Supervisors, and 172 Staff (see Table 1). These responses were a representative group allowing for robust analysis. Response rates were high for the Board of Directors, Directors, Managers, Supervisors, and Staff. The Community Member responses reflected the overall population, but had a lower response rate given the large number of constituents who received the questionnaire.

Table 1: Overall Survey Response Rates

Respondent Groups	Questionnaires Sent	Respondent Count	Response Rate
Board of Directors	15	5	30%
Directors	6	5	83%
Managers	15	9	60%
Supervisors	24	14	58%
Staff	397	172	43%
Community Members	English 40,642 Spanish 5,901 Vietnamese 1,359 Total 47,902	English 1,393 Spanish 143 Vietnamese 52 Total 1,553	0.03%*

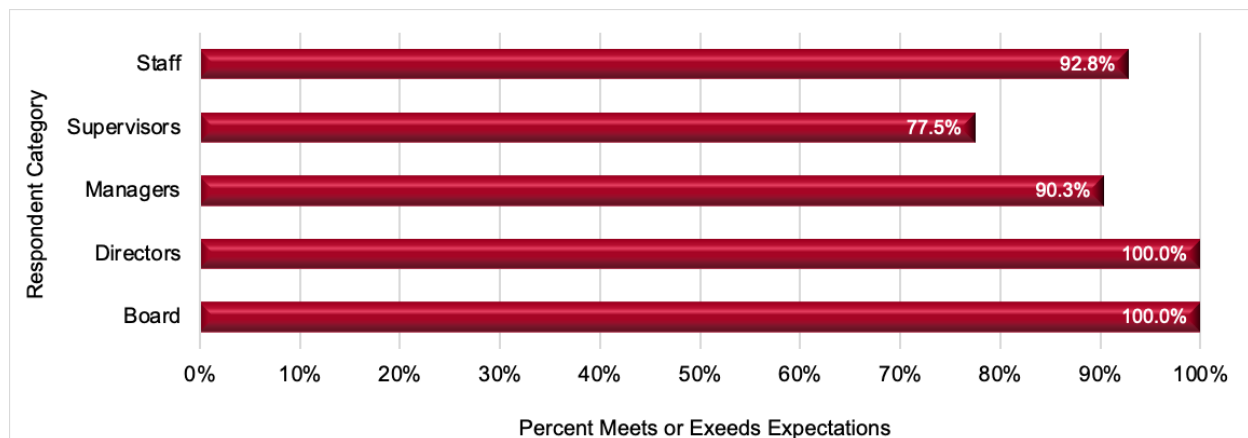
Total	48,359	1,758	54.8%**
-------	--------	-------	---------

Notes: \*Response rate for Community Members should be interpreted with caution as the 47,902 in the email distribution list for the survey may not represent all Community Members that regularly engage with RCOC. Although not the standard 5% intended, the response of 1,553 does provide a sample of the community RCOC serves.

\*\*The total response rate includes all RCOC staff and leadership, not community members.

### Feedback from Board of Directors and RCOC Employees

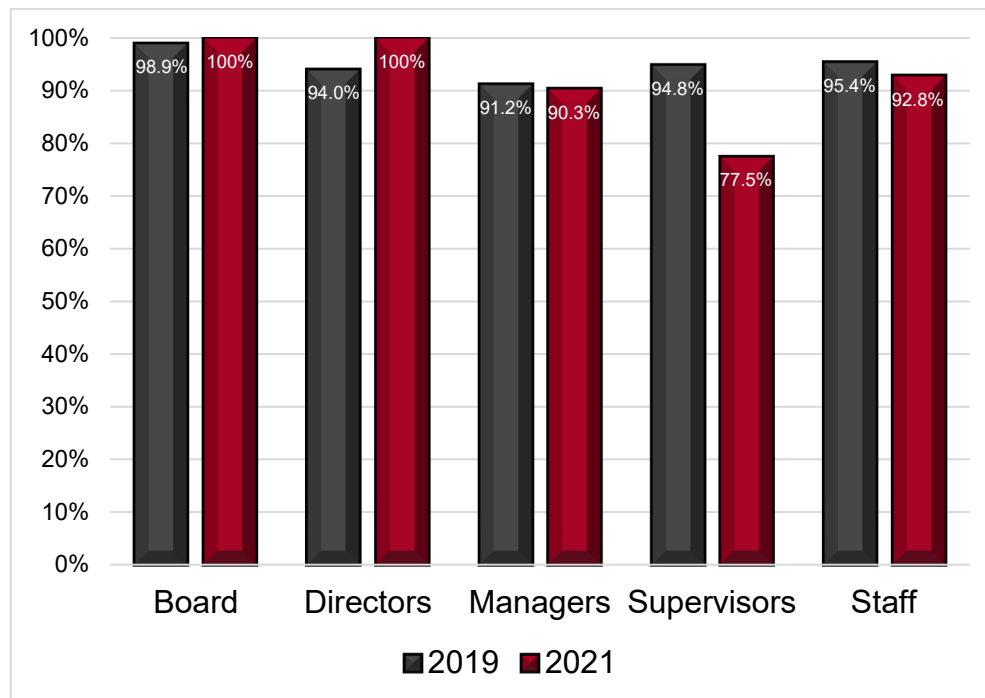
Figure 1 illustrates the overall results from all respondent categories (excluding the community members), which demonstrate strong support for the work of the Executive Director. Of The 205 total survey respondents who registered an opinion, an average of 92.12% indicated that the Executive Director Meets or Exceeds Expectations. Modest variation did exist between groups with responses ranging from 77.5% and 100% for each category. We do advise caution when viewing these responses by individual respondent categories given the variation in the number of respondents for each category. Overall, support for the Executive Director was very strong.



### Figure 2: Executive Director Meets or Exceeds Expectations: Two Year Comparison

Figure 2 illustrates a comparison of the “Meets or Exceeds Expectations” of the Executive Director from the 2019 RCOC Leadership Survey to the 2021 RCOC Leadership Survey. Over the past two years, these percentages remain relatively consistent, indicating that the Board of Directors, Directors, Managers, Supervisors, and Staff feel that Mr. Landauer is meeting or exceeding expectations as the Executive Director of Regional Center of Orange County. There is a significant decrease of the Supervisor’s ratings from 2019 (94.8%) to 2021 (77.5%). This is notable also in Table 2d where the Supervisors rated the Managers, Directors, and Executive Director significantly higher in “failing to meet expectations” than any other leadership group.

Unfortunately, there was not an abundance of qualitative responses to develop a better understanding of these significantly lower ratings.



Tables 2a and 2b reflect high-levels of overall support for all RCOC leadership groups. Table 2a demonstrates that in almost every leadership role, those who responded perceived RCOC leaders as effective as measured by “Meeting or Exceeding” their expectations. The Supervisors’ perceptions of the Managers (76.5%), Directors (76.2%), and Executive Director (77.5%) fell in the lower range. In contrast to the Supervisor’s ratings, the Staff, Manager, Directors, and Board were significantly higher ranging from 84.8% to 100%. Table 2b conversely shows the response rates for “Fails to Meet Expectations.” Response averages ranged from 8.6% to 18% and demonstrate low rates of participants indicating that each group “Fails to Meet Expectations.”

Table 2a: Distribution of Overall Scores by Respondent Category

	Response Categories	Supervisors	Managers	Directors	Executive Director
Staff (n = 172)	<i>Meets and exceeds expectations</i>	79.9%	72.7%	66.3%	70.9%
	<i>Fails to meet expectations</i>	8.6%	13.1%	7.7%	5.5%

	<i>Don't know/No opinion</i>	11.5%	14.2%	26.0%	23.6%
	<i>*Meets and exceeds excluding don't know/No opinion</i>	<b>90.3%</b>	<b>84.8%</b>	<b>89.6%</b>	<b>92.8%</b>
<b>Supervisors (n = 14)</b>	<i>Meets and exceeds expectations</i>	--	75.4%	73.0%	71.4%
	<i>Fails to meet expectations</i>	--	23.0%	22.6%	20.6%
	<i>Don't know/No opinion</i>	--	1.6%	4.3%	8.0%
	<i>*Meets and exceeds excluding don't know/No opinion</i>	--	<b>76.5%</b>	<b>76.2%</b>	<b>77.5%</b>
<b>Managers (n = 8)</b>	<i>Meets and exceeds expectations</i>	--	--	71.9%	82.5%
	<i>Fails to meet expectations</i>	--	--	12.7%	9.2%
	<i>Don't know/No opinion</i>	--	--	15.4%	8.3%
	<i>*Meets and exceeds excluding don't know/No opinion</i>	--	--	<b>85.2%</b>	<b>90.3%</b>
<b>Directors (n = 5)</b>	<i>Meets and exceeds expectations</i>	--	--	--	100.0%
	<i>Fails to meet expectations</i>	--	--	--	0.0%
	<i>Don't know/No opinion</i>	--	--	--	0.0%
	<i>*Meets and exceeds excluding don't know/No opinion</i>	--	--	--	<b>100.0%</b>
<b>Board (n = 5)</b>	<i>Meets and exceeds expectations</i>	--	--	--	86.3%
	<i>Fails to meet expectations</i>	--	--	--	0.0%
	<i>Don't know/No opinion</i>	--	--	--	13.7%
	<i>*Meets and exceeds excluding don't know/No opinion</i>	--	--	--	<b>100.0%</b>

Note: \*By excluding “Don’t know/No opinion,” the reader can more accurately assess the percentage of respondents who did record some opinion, selecting either “Meets expectations,” “Exceeds expectations,” or “Fails to meet expectations.” This allows for a more accurate comparison across all groups and are included above in **bold print**.

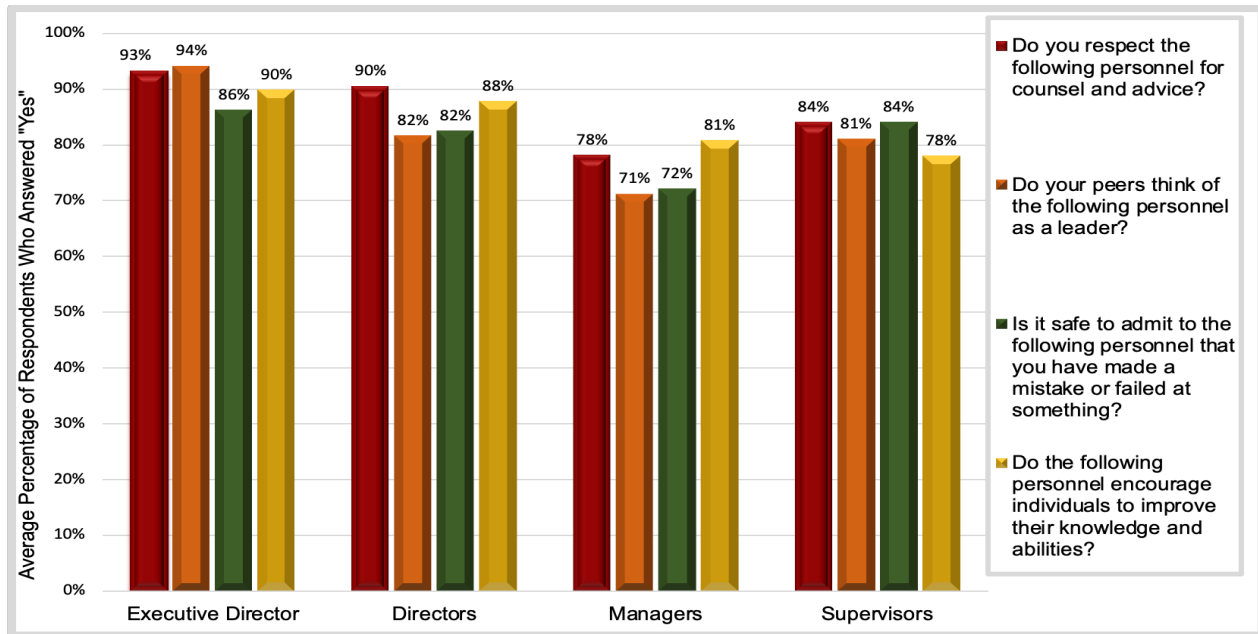
Table 2b: Distribution of “Fails to Meet Expectations” by Respondent Category Table

Respondent Group	Supervisors	Managers	Directors	Executive Director
Staff	8.6%	13.1%	7.7%	5.5%
Supervisors	--	23.0%	22.6%	20.6%
Managers	--	--	12.7%	9.2%
Directors	--	--	--	0.0%
Board	--	--	--	0.0%
Average "Fail" Rating	<b>8.6%</b>	<b>18.0%</b>	<b>14.4%</b>	<b>7.1%</b>

Figure 3 represents the respondents who answered “yes” in relation to each question for the Executive Director, Directors, Managers, and Supervisors. The questions included: a) Do you respect the following personnel for counsel and advice? b) Do your peers think of the following personnel as a leader? c) Is it safe to admit to the following personnel that you have made a mistake or failed at something? and d) Do the following personnel encourage individuals to improve their knowledge and abilities?

Responses represented high levels of agreement for the Executive Director, with 86%-94% indicating “yes” to each question, with a similar range for Directors (82%-90%). Responses for Managers and Supervisors also indicated high levels of agreement with ranges from 71%-81% and 78%-84% respectively. Some of the feedback from the Staff indicated that it was difficult to answer these yes/no questions for specific leadership because they do not interact with them on a consistent basis. Therefore, a consideration for future surveys would be to identify who specifically should answer these final questions as well as include a not applicable option for these questions.

Figure 3: Average Scores of all Respondent Groups Who Answered “Yes” on Each Question



Items on the questionnaire represented major leadership categories including Leadership, Vision, Problem Solving, Communication, and Customer Focus. Table 3a shows the average percentage for “Meets or Exceeds” responses across all groups, while Table 3b represents responses for each subgroup and category.

Table 3a: Average Percentage of “Meets or Exceeds” Responses across all Groups (excluding Community Members)

Leadership Category	Average	Minimum	Maximum
Leadership	73.9%	61.5%	100.0%
Vision	77.2%	64.6%	100.0%
Problem Solving	77.4%	66.9%	100.0%
Communication	77.3%	60.6%	100.0%
Customer Focus	82.4%	71.4%	100.0%

Table 3b: Percentage of “Meets or Exceeds” Responses by Leadership Subcategories

Response Categories	Supervisors	Managers	Directors	Executive Director
<i>Leadership</i>	81.6%	73.7%	69.3%	72.2%

<b>Staff</b> (n = 172)	<i>Vision</i>	79.1%	72.8%	68.6%	75.7%
	<i>Problem Solving</i>	78.4%	72.0%	64.6%	68.6%
	<i>Communication</i>	78.6%	71.2%	66.9%	72.3%
	<i>Customer Focus</i>	81.7%	73.8%	60.6%	65.4%
<b>Supervisors</b> (n = 14)	<i>Leadership</i>	--	72.9%	71.4%	72.9%
	<i>Vision</i>	--	64.1%	66.7%	61.5%
	<i>Problem Solving</i>	--	76.9%	76.9%	67.3%
	<i>Communication</i>	--	76.9%	71.2%	78.8%
	<i>Customer Focus</i>	--	87.2%	79.5%	74.4%
<b>Managers</b> (n = 8)	<i>Leadership</i>	--	--	73.9%	85.8%
	<i>Vision</i>	--	--	65.5%	79.2%
	<i>Problem Solving</i>	--	--	78.1%	81.3%
	<i>Communication</i>	--	--	68.8%	81.3%
	<i>Customer Focus</i>	--	--	70.8%	83.3%
<b>Directors</b> (n = 5)	<i>Leadership</i>	--	--	--	100.0%
	<i>Vision</i>	--	--	--	100.0%
	<i>Problem Solving</i>	--	--	--	100.0%
	<i>Communication</i>	--	--	--	100.0%
	<i>Customer Focus</i>	--	--	--	100.0%
<b>Board</b> (n = 5)	<i>Leadership</i>	--	--	--	100.0%
	<i>Vision</i>	--	--	--	80.0%
	<i>Problem Solving</i>	--	--	--	85.0%
	<i>Communication</i>	--	--	--	85.0%
	<i>Customer Focus</i>	--	--	--	73.3%

### Emerging Themes From Narrative Comments

The survey included 2 optional open-ended questions allowing the opportunity for respondents to provide context to their ratings. The first question stated: *Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could*

*improve them. Describe examples when possible.* The second question requested, *General Comments* from respondents.

All responses were analyzed examining the perceptions, experiences, and opinions and then these data were coded for themes. Comments listed as N/A or “no comment” were removed from the data for precise analysis. Since some sections contained such few comments, themes could not be developed. Therefore, it is recommended that comments in Exhibit A be read in their entirety to get full value from individual comments that may not necessarily be reflected in any theme.

Comments from the Staff and Community Members were extensive, specifically because of how many respondents there were in each category. It is important to note that there were very minimal comments from all other stakeholder groups (Board of Directors, Directors, Managers, and Supervisors) from which to examine themes or draw conclusions. Despite the inability in developing themes from these data, there were some references expressing satisfaction with the Executive Director’s leadership from upper management and from the Board of Directors. There are also isolated comments of other specific management, but again, with so few comments these would not be considered as themes. The Supervisor group provided the most criticism focusing on high service coordinator caseloads, lack of overall support specifically during the pandemic, approachability of upper management, and lack of teamwork. Recommendations from the Managers include ensuring consistent communication across departments and building morale across the agency.

There are an abundance of staff comments providing clear themes. These themes have been broken up by the various management positions at RCOC. It is worth noting that there was also a considerable amount of comments providing constructive feedback for RCOC leadership.

#### **Staff Comments on the Executive Director (39 comments)**

More than half of the comments from the staff expressed confidence in Mr. Landauer’s role as Executive Director at RCOC. Many of the comments focused on his availability to RCOC employees, his genuine care, support, communication, and leadership skills. There were some comments focused on staff having minimal communication and interaction with Mr. Landauer impeding their ability to provide meaningful feedback.

#### **Staff Comments on the Directors (32 comments)**

There were countering themes in this section of the survey, with less than half of the comments being positive. The positive comments conveyed were that Directors were supportive and knowledgeable. However, some staff reported that they were unsure of who the Directors were and had very little interaction with the Directors. Additionally, comments such as feeling that the Directors were, “disconnected with what is happening with staff” and “more interaction with staff” were amongst the comments from the staff. Overall, the staff perceptions of the Directors were less favorable.

### Staff Comments on the Managers (47 comments)

This section contained varying staff opinions. The comments in this section can be categorized by positive and negative comments, as well as comments with suggestions for improvement and overall change of practices. The staff seem to interface with the Managers much more than they do with the Directors resulting in more specific feedback.

The positive comments centered on themes of the managers being supportive, available, and knowledgeable. Some of the comments in this section include, “receptive to questions, knowledgeable, trusts staff,” “easy to approach, “has an open-door policy.” The negative comments focused on lack of accessibility, approachability, and communication. Additionally, there were comments focusing on relationships and the demeanor of specific managers. A sample of these comments include, “area manager has particular friendships with certain staff members lower than her and others feel unfairly treated,” “she does not seem to care about staff at all, “understanding genuine relationship building and building trust with staff in feeling supported, is highly lacking.”

There was constructive feedback focused on staff desiring support on workflows, timelines, and increased communication. While these comments tend to be negative, they do provide constructive input that will improve practices and perception.. Some of these comments include, “would like to request more timely response from area manager to staff’s emails. Oftentimes, staff does not get a response for days, while staff are encourages to respond to emails within 24 hours,” and “lack of plan to replace staff who transferred to other departments or were terminated, leads to burnout of current staff,” and “being more accessible” of the area managers to staff.

### Staff Comments on the Supervisors (54 comments)

Of all leadership at RCOC, the staff appear to have the most interaction and specific feedback for the supervisors. The comments in this section were overly positive and comprised of a clear theme of supervisors being supportive, available, and communicative with staff. However, this section also contained a clear theme directed at the improvement of moral, trust, and collegial relationship among the supervisors. Some comments in this area included, “does not actively try to reach out to staff or do things that may be encouraging/build morale,” and “always being open to questions, concerns, planning, brainstorming, and even venting at times creates a supportive environment that aids in reducing burnout,” and “not always trusting of staff.” While there is a division of opinions on how staff perceives the supervisors, the feedback provides specific actionable items that can help support growth. It is evident that the staff interface with the Supervisors more consistently and among any other leadership category at RCOC.

### Staff General Comments (40 comments)

The general comments section consisted of clear themes directed at improvement of processes, practices, transparency, workload, and morale. There are suggestions for improvement, such as consideration of high caseloads amongst staff, appropriate communication and feedback, and establishing a positive work environment.

There is a notable comment from staff worth further evaluation as it is consistent with the several responses from the Spanish-speaking community group. This comment stated, “There has been no acknowledgement of or discussion on social justice issues (including racism and discrimination) that have been especially prevalent since May 2020. These social justice issues have an impact on RCOC staff, persons served, their families, and the communities that staff not only work with but live in. There are other nonprofit organizations (who are also state and federally funded) that have boldly acknowledged the existence of racism in our society and have also created a safe space to have important conversations about these topics. Some have even gone a step further and created diversity/multicultural committees to explore various means of providing these sensitive educational discussions, as well as, offer opportunities to celebrate all diverse backgrounds (including LGBTQ+). I believe that under the admirable leadership of our Executive Director along with our diverse Board of Directors and resourceful staff, RCOC can rise to the occasion and integrate equity, diversity, and inclusion into everything we do!” There were many equity-driven comments among the Spanish-speaking community group so this may want to be further evaluated by RCOC leadership.

### Overall Results

The statistical survey results reveal that, overall, survey respondents perceive RCOC leadership as meeting or exceeding their expectations. An average of 92.12% of all survey respondents (excluding community members), across all categories, perceive RCOC leadership as meeting or exceeding their expectations. There was also a high rating among the community members with an average of 75% of the community members perceiving that under the leadership of Mr. Landauer, RCOC has made a difference in support services, service coordination, responsiveness, and overall satisfaction for clients of RCOC. It is important to note, that 15.25% of the community members did not have an opinion, which did make some impact in the strongly agree and agree satisfaction ratings. The narrative comments appear to support this high level of support. That said, there is much to learn about improving some leadership roles and functions at RCOC through careful review of the open-ended comments (see Exhibit A).

### Feedback from Community Members

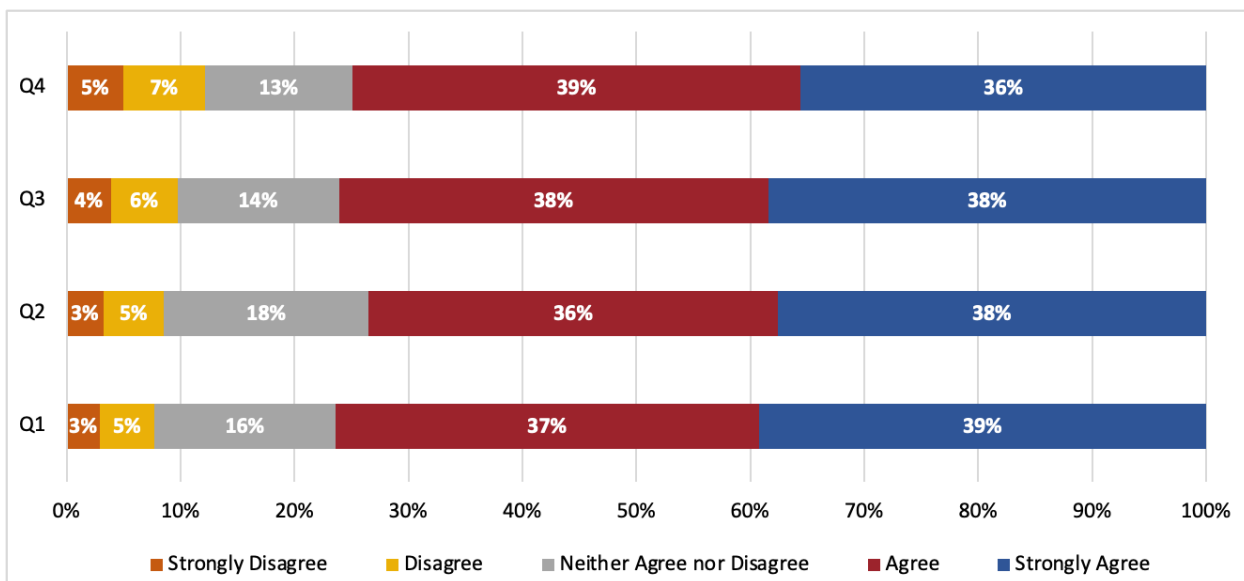
Feedback from the 1,553 Community Members indicated strong levels of support for the Executive Director. Community Members responded to four questions represented in Table 4. Those who Agreed or Strongly Agreed with each statement ranged from 73%-76% with Disagree and Strongly Disagree from 8%-12%. It is important to note that 13%-18% indicated “No Opinion.” Figure 4 shows responses for each question by item.

**Table 4: Summary of Community Survey Responses**

Community Survey Questions	Strongly Disagree & Disagree	Strongly Agree & Agree	No Opinion

Q1: Under the leadership of Larry Landauer, Executive Director, do you feel that Regional Center services and supports have made a positive difference in the life of your family/family member?	8%	76%	16%
Q2: Under the leadership of Larry Landauer, Executive Director, are Regional Center services and supports helping your family member to live a good life?	9%	73%	18%
Q3: Under the leadership of Larry Landauer, Executive Director, do you feel that Regional Center service coordination is responsive and helpful to you?	10%	76%	14%
Q4: Under the leadership of Larry Landauer, Executive Director, are you overall satisfied with the Regional Center services and supports your family member currently receives?	12%	75%	13%

Figure 4: Summary of Community Survey Responses



#### Narrative Response Analysis

The community survey allowed for an optional open-ended response after each of the four questions. Additionally, a fifth question allowed for respondents to leave any general comments. From all three respondent groups (English, Spanish, and Vietnamese), we received 966 comments represented in Table 5 with approximately 85% of the comments coming from the English-speaking Community Members.

Table 5: Community Survey Responses

Community Survey Questions and Responses	English	Spanish	Vietnamese
Q1: Under the leadership of Larry Landauer, Executive Director, do you feel that Regional Center services and supports have made a positive difference in the life of your family/family member?	185	27	3
Q2: Under the leadership of Larry Landauer, Executive Director, are Regional Center services and supports helping your family member to live a good life?	124	22	2
Q3: Under the leadership of Larry Landauer, Executive Director, do you feel that Regional Center service coordination is responsive and helpful to you?	147	19	2
Q4: Under the leadership of Larry Landauer, Executive Director, are you overall satisfied with the Regional Center services and supports your family member currently receives?	130	22	1
Q5: General Comments	238	39	5
Total	824	129	13

### Emerging Themes From Narrative Comments of the Community Members

#### English Speaking Respondent Group:

Eighty-five (85) percent of the comments from the community were received by the English-speaking community group. Across all questions, there was an abundance of contrast as it related specifically to RCOC services and personnel. This was evident across all questions. For example, there was clear satisfaction and dissatisfaction of services from the community. The spectrum of feedback ranged from elation of service and its impact on the quality of life for RCOC clients to respondents upset about denial of services or establishing appropriate services. This is true as well with the comments focused on RCOC personnel. There were many comments expressing satisfaction as well as dissatisfaction with RCOC personnel. Analysis of

these data show many opportunities for further examination as well as areas of potential growth for RCOC. These areas include increased communication and responsiveness from RCOC, ensuring services coordinators are well trained, and providing clear guidance and support to RCOC clients.

#### **Spanish Speaking Respondent Group (13.4%):**

There was a significant contrast of perceptions from within the Spanish-speaking community members. The comments from the Spanish-speaking community members were much more negative than from any other community group. There were clear themes concentrated around consistent denial and dissatisfaction of services, lack of communication and support, and discriminatory concerns. This community group expressed the desire for additional support, resources and parent training opportunities in Spanish, increased communication, and guidance for their families members accessing RCOC services. This should be an area of further examination by RCOC leadership. There were some positive comments, but clearly the negative feedback greatly outweighed the positive feedback. The positive comments in this section show appreciation for services and help families have received from RCOC.

#### **Vietnamese Speaking Respondent Group (less than 1% of total comments):**

Results from the community members who speak Vietnamese were minimal, but were mostly positive. There were two suggestions in the general comments that stated, “Please provide the services and supports widely,” and “in the future, we hope to receive more diversified services with better quality from RCOC.” These were two isolated comments and not a theme of the overall 13 responses. In fact, the remaining comments were positive and the community members expressed satisfaction with services and supports.

#### **Recommendations**

- For the Community Member survey, consider sending future surveys to current clients or vendors of Regional Center of Orange County. There were comments from the Community Member section indicating that the consumer no longer received services from RCOC. Additionally, this likely would reduce the “no opinion” responses.
- Improve the survey design to include a more refined question set with a 5-point scale. This will support more robust analysis and reflection of any changes in responses over time.
- For the final questions of the survey (Questions 20-23), some of the feedback from the Staff indicated that it was difficult to answer these yes/no questions for specific leadership because they do not interact with them on a consistent basis. Therefore, a consideration for future surveys would be to identify who specifically should answer these final questions as well as include a not applicable option for these questions.