

July 18, 2025

Ernie Cruz, Deputy Director
Community Services Division
Department of Developmental Services
1215 O Street, MS 8-20
Sacramento, CA 95814

Via Email: OCO@dds.ca.gov

This is in response to your letter dated May 22, 2025 in which the Department of Developmental Services (DDS) found Westside Regional Center (WRC) to be out of compliance with the requirements in Section 4640.6 (c) of the Welfare and Institutions Code (WIC). Based on the caseload ratio data submitted to DDS on March 1, 2025, WRC did not meet the required Service Coordinator caseload ratios for the reporting period in different areas. This is WRC's plan of correction, as required in Section 4640.6 (f) of the WIC.

For individuals served on the Home and Community-Based Services Waiver, the caseload ratio in WRC's March 2025 caseload ratio data report was 1:78 (the required caseload ratio is 1:62); for individuals served who are under six years old, the caseload data report was 1:61 (the required caseload ratio is 1:40); for individuals who moved from a developmental center the caseload data report was 1:77 (the required caseload ratio is 1:45) and for individuals over five years of age who are not on the Home and Community-Based Services Waiver, the caseload ratio data was 1:71 (the required caseload ratio is 1:66).

WRC remains committed to addressing all caseload ratios and is restructuring its Client Services Department in an ongoing effort to meet the needs of the increasing number of clients we serve. We have increased the number of service coordinators and first-line

supervisors, and we have increased the number of units in the department. As of July 14, 2025, WRC now has 2 service coordination units designated for Early Start cases, 2 units for Early Childhood (ages 3 – 5 years), 7 units for Children, one unit for Self-Determination Program caseloads, 5 units for Adult caseloads and one unit for Residential caseloads.

More specifically, between January 1 and July 13 of this year, WRC has hired 33 service coordinators, 1 enhanced caseload coordinator, and 2 unit assistants to support the service coordinators and program managers. Since March 2025, WRC has promoted 5 employees to the position of Program Manager and increased the number of units by 3 for a total of 18 case management units. Two of the new units are comprised of only children's caseloads; the third new unit includes 4 enhanced caseload coordinators as well as children's caseloads.

WRC continues to recruit and interview new service coordinators to manage the caseloads of those promoted to management positions, to complete the new units and to lower the number of cases managed by current service coordinators as well. Additionally, we have a plan to further support individuals on our caseloads by providing assistants to the units. Some current administrative support staff may be trained as unit assistants.

Another component of WRC's plan of correction involves ongoing work with a consulting agency to revise Service Coordinator salaries to keep them competitive with similar positions in the field. The same consulting agency is assisting with developing and implementing guidelines for compensating staff that have bilingual proficiency in a language other than English who serve in the intake or service coordination roles, including managers.

WRC continues to see rapid growth in the number of individuals served. WRC serves approximately 13,000 individuals, which is a 32% growth in the last 3 years of our 42-year history. As part of its restructuring, WRC is expanding the leadership of the Client Services Department. In March 2025 a position for Associate Director of Client Services was posted



and filled. A position for a second Associate Director of Client Services is currently posted, and WRC is in the final stages of hiring a Director of Client Services.

WRC remains committed to monitor caseload ratios to efficiently distribute cases and maximize service delivery. We will continue to support and advocate for the modernization of the Core Staffing Formula to prevent future caseload ratios from rising.

Information about WRC's caseload ratio data and plans to reduce caseload ratios was presented in two public meetings of the WRC board of directors on April 9, 2025 and July 9, 2025. Suzy Requarth, WRC's former Director of Client Services, presented the results of our caseload ratio data in comparison with other regional centers at an All-Staff meeting held on May 1, 2025. Letters requesting input on this plan were sent to the regional manager of the State Council; Office of Civil Rights Advocate; members of the Westside Regional Center Vendor Advisory Committee; and a notice is also posted on the WRC website, WRC Facebook Page, and WRC Instagram page requesting input from the people we support, family members, and community members. Copies of your May 22, 2025 letter and Section 4640.6 (c) of the WIC are attached to the letter and notice.

If you have questions, please call me at (310) 258-4200.

Respectfully,

Jane Borochoff

Executive Director



July 18, 2025

Dear Westside Regional Center Community,

In a letter dated May 22, 2025, the Department of Developmental Services (DDS) found Westside Regional Center (WRC) to be out of compliance with the requirements in Section 4640.6 (c) of the Welfare and Institutions Code (WIC). Based on the caseload ratio data submitted to DDS on March 1, 2025, WRC did not meet the required Service Coordinator caseload ratios for the reporting period in different areas. A copy of the letter from DDS is enclosed for reference.

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Section 4640.6 (f) of WIC requires that a plan of correction be developed by the regional center that does not comply with the caseload ratio requirement for two consecutive reporting periods. The final plan will be developed following input from the state council, local organizations representing clients, family members, regional center employees, service providers, and other interested parties.

Please read the attached draft caseload ratio plan of correction that I propose to send to DDS. In accordance with Section 4640.6 (f) of WIC, your input is requested. If you would like to provide input, please submit it by e-mail to CaseloadRatioFeedback@WestsideRC.org; by fax to 310-649-2033; or through the United States Postal Services addressed to Candace Hein, Associate Director of Client Services, Westside Regional Center, 5901 Green Valley Circle, Suite 320, Culver City, California, 90230, ATTN: Caseload Ratio Feedback.



WESTSIDE
REGIONAL CENTER

Thank you in advance for your input in assisting us in addressing this matter.

Sincerely,

Jane Borochoff
Executive Director



WESTSIDE REGIONAL CENTER

July 18, 2025

To: Westside Regional Center Vendor Advisory Committee:

Dear Service Providers,

In a letter dated May 22, 2025, the Department of Developmental Services (DDS) found Westside Regional Center (WRC) to be out of compliance with the requirements in Section 4640.6 (c) of the Welfare and Institutions Code (WIC). Based on the caseload ratio data submitted to DDS on March 1, 2025, WRC did not meet the required Service Coordinator caseload ratios for the reporting period in different areas. A copy of the letter from DDS is enclosed for reference.

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WESTSIDE
REGIONAL CENTER

Thank you in advance for your input in assisting us in addressing this matter.

Sincerely,

Jane Borochoff
Executive Director



July 18, 2025

Dear Westside Regional Center Employees,

In a letter dated May 22, 2025, the Department of Developmental Services (DDS) found Westside Regional Center (WRC) to be out of compliance with the requirements in Section 4640.6 (c) of the Welfare and Institutions Code (WIC). Based on the caseload ratio data submitted to DDS on March 1, 2025, WRC did not meet the required Service Coordinator caseload ratios for the reporting period in different areas. A copy of the letter from DDS is enclosed for reference.

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Thank you in advance for your input in assisting us in addressing this matter.

Sincerely,

Jane Borochoff
Executive Director



WESTSIDE
REGIONAL CENTER

July 18, 2025

Matt Alivio
Office of Clients' Rights Advocacy
5901 Green Valley Circle, Suite 150
Culver City, CA 90230

Dear Matt Alivio,

In a letter dated May 22, 2025, the Department of Developmental Services (DDS) found Westside Regional Center (WRC) to be out of compliance with the requirements in Section 4640.6 (c) of the Welfare and Institutions Code (WIC). Based on the caseload ratio data submitted to DDS on March 1, 2025, WRC did not meet the required Service Coordinator caseload ratios for the reporting period in different areas. A copy of the letter from DDS is enclosed for reference.

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United States Postal Services addressed to Candace Hein, Associate Director of Client Services, Westside Regional Center, 5901 Green Valley Circle, Suite 320, Culver City, California, 90230, ATTN: Caseload Ratio Feedback.

Thank you in advance for your input in assisting us in addressing this matter.

Sincerely,

Jane Borochoff
Executive Director



WESTSIDE
REGIONAL CENTER

July 18, 2025

Dennis Tomko - Los Angeles Regional Manager
Los Angeles Office
State Council on Developmental Disabilities
411 N. Central Avenue, Suite 620, Glendale, CA 91203

Dear Dennis Tomko,

In a letter dated May 22, 2025, the Department of Developmental Services (DDS) found Westside Regional Center (WRC) to be out of compliance with the requirements in Section 4640.6 (c) of the Welfare and Institutions Code (WIC). Based on the caseload ratio data submitted to DDS on March 1, 2025, WRC did not meet the required Service Coordinator caseload ratios for the reporting period in different areas. A copy of the letter from DDS is enclosed for reference.

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United States Postal Services addressed to Candace Hein, Associate Director of Client Services, Westside Regional Center, 5901 Green Valley Circle, Suite 320, Culver City, California, 90230, ATTN: Caseload Ratio Feedback.

Thank you in advance for your input in assisting us in addressing this matter.

Sincerely,

Jane Borochoff
Executive Director



WESTSIDE
REGIONAL CENTER

July 18, 2025

Amy Westling
ARCA
980 9th Street, Suite 1450
Sacramento, CA 95814

Dear Amy Westling,

In a letter dated May 22, 2025, the Department of Developmental Services (DDS) found Westside Regional Center (WRC) to be out of compliance with the requirements in Section 4640.6 (c) of the Welfare and Institutions Code (WIC). Based on the caseload ratio data submitted to DDS on March 1, 2025, WRC did not meet the required Service Coordinator caseload ratios for the reporting period in different areas. A copy of the letter from DDS is enclosed for reference.

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WESTSIDE
REGIONAL CENTER

Services, Westside Regional Center, 5901 Green Valley Circle, Suite 320, Culver City, California, 90230, ATTN: Caseload Ratio Feedback.

Thank you in advance for your input in assisting us in addressing this matter.

Sincerely,

Jane Borochoff
Executive Director

May 22, 2025

Jane Borochoff, Executive Director
Westside Regional Center
5901 Green Valley Circle, Suite 320
Culver City, CA 90230-6953

Dear Jane Borochoff:

The Department of Developmental Services (Department) received Westside Regional Center's (WRC) service coordinator caseload ratio survey on March 12, 2024. The data submitted indicates that, as of March 1, 2025, WRC did not meet all 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, WRC did not meet the required caseload ratios 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
WRC Number of Individuals Served	4,755	2,904	1	3,857	17	105
WRC Ratios	1:78	1:61	1:77	1:71	1:16	1:36

The Budget Act for FY 2021-2022 established funding for Enhanced Service Coordination to maintain 1 to 40 service coordinator to individuals caseload ratio for selected individuals with low or no purchase of service (POS) in the fiscal year prior to entrance. Article IX, Section 2.b. of the FY 2024-2025 Regional Center Contract does not permit mixed low or no POS caseloads.

Department correspondence dated [April 26, 2022](#), established that WRC was allocated 4 positions for low or no POS caseloads. WRC's caseload ratio survey identified a total of 4 low or no POS caseloads, with all 4 caseloads being mixed. As part of the plan of correction, WRC must address the noncompliance with the composition of the low or no POS caseloads.

Pursuant to WIC section 4640.6(f), WRC is required to submit a plan of correction when caseload ratios are not met for two consecutive reporting periods. The plan of correction must be developed with input from the State Council on Developmental Disabilities, local organizations representing the individuals you serve, their family members, regional center employees, including recognized labor organizations, service providers, and other interested parties. The plan of correction must include how WRC incorporated feedback from all required interested community partners in meeting WIC section 4640.6(c). Additionally, as previously indicated, the plan of correction must address how WRC will correct the mixed low or no POS caseloads.

The Department is available to provide technical assistance with the development of the plan of correction. Please email WRC's plan of correction within 60 days from the date of this letter to:

OCO@dds.ca.gov

Thank you for completing the service coordinator caseload ratio survey. If you have questions regarding this letter, please contact Danielle Hurley, Research Data Specialist, Research, Evaluation, and Audit Branch, at (916) 654-3228 or by email at Danielle.Hurley@dds.ca.gov.

Sincerely,

Original Signed by:

ERNIE CRUZ
Deputy Director
Community Services Division

cc: Vanda Yung, Coastal Developmental Services Foundation
Amy Westling, Association of Regional Center Agencies
Michi Gates, Department of Developmental Services
Tiffani Andrade, Department of Developmental Services
Jacqueline Gaytan, Department of Developmental Services
Elizabeth Tom, Department of Developmental Services
Ann Nakamura, Department of Developmental Services
Charles Liao, Department of Developmental Services
Danielle Hurley, Department of Developmental Services
Steven Pavlov, Department of Developmental Services
Willie Ramirez, Department of Developmental Services

*Section 4640.6(c), (d), (e), and (f) of the Welfare and Institutions Code
(Lanterman Developmental Disabilities Services Act)*

(c) Contracts between the department and regional centers shall require regional centers to have service coordinator-to-consumer ratios, as follows:

(1) An average service coordinator-to-consumer ratio of 1 to 62 for all consumers who have not moved from the developmental centers to the community since April 14, 1993. In no case shall a service coordinator for these consumers have an assigned caseload in excess of 79 consumers for more than 60 days.

(2) An average service coordinator-to-consumer ratio of 1 to 45 for all consumers who have moved from a developmental center to the community since April 14, 1993. In no case shall a service coordinator for these consumers have an assigned caseload in excess of 59 consumers for more than 60 days.

(3) Commencing January 1, 2004, the following coordinator-to-consumer ratios shall apply:

(A) All consumers three years of age and younger and for consumers enrolled in the Home and Community-based Services Waiver program for persons with developmental disabilities, an average service coordinator-to-consumer ratio of 1 to 62.

(B) All consumers who have moved from a developmental center to the community since April 14, 1993, and have lived continuously in the community for at least 12 months, an average service coordinator-to-consumer ratio of 1 to 62.

(C) All consumers who have not moved from the developmental centers to the community since April 14, 1993, and who are not described in subparagraph (A), an average service coordinator-to-consumer ratio of 1 to 66.

(4) For purposes of paragraph (3), service coordinators may have a mixed caseload of consumers three years of age and younger, consumers enrolled in the Home and Community-based Services Waiver program for persons with developmental disabilities, and other consumers if the overall average caseload is weighted proportionately to ensure that overall regional center average service coordinator-to-consumer ratios as specified in paragraph (3) are met.

For purposes of paragraph (3), in no case shall a service coordinator have an assigned caseload in excess of 84 for more than 60 days.

(d) For purposes of this section, "service coordinator" means a regional center employee whose primary responsibility includes preparing, implementing, and monitoring consumers' individual program plans, securing and coordinating consumer services and supports, and providing placement and monitoring activities.

(e) In order to ensure that caseload ratios are maintained pursuant to this section, each regional center shall provide service coordinator caseload data to the department, annually for each fiscal year. The data shall be submitted in the format, including the content, prescribed by the department. Within 30 days of receipt of data submitted pursuant to this subdivision, the department shall make a summary of the data available to the public upon request. The department shall verify the accuracy of the data when conducting regional center fiscal audits. Data submitted by regional centers pursuant to this subdivision shall:

(1) Only include data on service coordinator positions as defined in subdivision (d). Regional centers shall identify the number of positions that perform service coordinator

duties on less than a full-time basis. Staffing ratios reported pursuant to this subdivision shall reflect the appropriate proportionality of these staff to consumers served.

(2) Be reported separately for service coordinators whose caseload includes any of the following:

(A) Consumers who are three years of age and older and who have not moved from the developmental center to the community since April 14, 1993.

(B) Consumers who have moved from a developmental center to the community since April 14, 1993.

(C) Consumers who are younger than three years of age.

(D) Consumers enrolled in the Home and Community-based Services Waiver program.

(3) Not include positions that are vacant for more than 60 days or new positions established within 60 days of the reporting month that are still vacant.

(4) For purposes of calculating caseload ratios for consumers enrolled in the Home and Community-based Services Waiver program, vacancies shall not be included in the calculations.

(f) The department shall provide technical assistance and require a plan of correction for any regional center that, for two consecutive reporting periods, fails to maintain service coordinator caseload ratios required by this section or otherwise demonstrates an inability to maintain appropriate staffing patterns pursuant to this section. Plans of correction shall be developed following input from the state council, local organizations representing consumers, family members, regional center employees, including recognized labor organizations, and service providers, and other interested parties.

*Sección 4640.6(c), (d), (e) y (f) del Código de Bienestar Público e
Instituciones (Ley Lanterman de Servicios para Discapacidades del
Desarrollo)*

(c) Los contratos entre el departamento y los centros regionales requerirán que los centros regionales tengan las siguientes proporciones de coordinador de servicio a consumidor:

(1) Una proporción promedio de coordinador de servicios al consumidor de 1 a 62 para todos los consumidores que no se hayan mudado de los centros de desarrollo a la comunidad desde el 14 de abril de 1993. En ningún caso un coordinador de servicios para estos consumidores tendrá un número de casos asignado de más de 79 consumidores durante más de 60 días.

(2) Una proporción promedio de coordinador de servicios al consumidor de 1 a 45 para todos los consumidores que no se hayan mudado de un centro de desarrollo a la comunidad desde el 14 de abril de 1993. En ningún caso un coordinador de servicios para estos consumidores tendrá un número de casos asignado de más de 59 consumidores durante más de 60 días.

(3) A partir del 1 de enero de 2004, se aplicarán las siguientes proporciones de coordinador a consumidor:

(A) Todos los consumidores de tres años de edad y menores y para los consumidores inscritos en el programa de Exención de servicios basados en el hogar y la comunidad para personas con discapacidades del desarrollo, una proporción promedio de coordinador de servicios al consumidor de 1 a 62.

(B) Todos los consumidores que se hayan mudado de un centro de desarrollo a la comunidad desde el 14 de abril de 1993 y hayan vivido continuamente en la comunidad durante al menos 12 meses, una proporción promedio de coordinador de servicios al consumidor de 1 a 62.

(C) Todos los consumidores que no se hayan mudado de los centros de desarrollo a la comunidad desde el 14 de abril de 1993 y que no estén descritos en el subpárrafo 1A), una proporción promedio de coordinador de servicios al consumidor de 1 a 66.

(4) A los fines del párrafo (3), los coordinadores de servicios pueden tener una carga de casos mixta de consumidores de tres años de edad y menores, consumidores inscritos en el programa de Exención de servicios basados en el hogar y la comunidad para personas con discapacidades del desarrollo y otros consumidores si el promedio general de casos se pondera proporcionalmente para garantizar que se cumplan las proporciones promedio generales de coordinadores de servicios a consumidores de los centros regionales que se especifican en el párrafo (3).

A los efectos del párrafo (3), en ningún caso un coordinador de servicios tendrá asignado un número de casos superior a 84 durante más de 60 días.

(d) A los fines de esta sección, "coordinador de servicios" significa un empleado del centro regional cuya responsabilidad principal incluye preparar, implementar y monitorear los planes de programas individuales de los consumidores, asegurar y coordinar los servicios y apoyos para los consumidores, y proporcionar actividades de ubicación y monitoreo.

(e) A fin de garantizar que se mantengan las proporciones de número de casos de conformidad con esta sección, cada centro regional deberá proporcionar datos de número de casos del coordinador de servicios al departamento, anualmente para cada año fiscal. Los datos se presentarán en el formato, incluido el contenido, prescrito por el departamento. Dentro de los 30 días posteriores a la recepción de los datos presentados de conformidad con esta subdivisión, el departamento pondrá a disposición del público un resumen de los datos a pedido. El departamento verificará la exactitud de los datos mediante auditorías fiscales del centro regional. Los datos presentados por los centros regionales de conformidad con esta subdivisión deberán:

(1) Incluir solo datos sobre los puestos de coordinadores de servicios como se define en la subdivisión (d). Los centros regionales identificarán el número de puestos que desempeñan las actividades del coordinador de servicio que no se desempeñen a tiempo completo. Las

proporciones de personal informadas de conformidad con esta subdivisión deberán reflejar la proporcionalidad apropiada de este personal a los consumidores atendidos.

(2) Informarse por separado para los coordinadores de servicios cuyo número de casos incluya cualquiera de los siguientes:

(A) Consumidores que tienen tres años de edad o más y que no se han mudado del centro de desarrollo a la comunidad desde el 14 de abril de 1993.

(B) Consumidores que se han mudado de un centro de desarrollo a la comunidad desde el 14 de abril de 1993.

(C) Consumidores menores de tres años.

(D) Consumidores inscritos en el programa de Exención de servicios basados en el hogar y la comunidad.

(3) No incluir puestos que estén vacantes por más de 60 días o nuevos puestos establecidos dentro de los 60 días del mes del informe que aún estén vacantes.

(4) A los efectos de calcular las proporciones de casos para los consumidores inscritos en el programa de Exención de servicios basados en el hogar y la comunidad, las vacantes no se incluirán en los cálculos.

(f) El departamento proporcionará asistencia técnica y requerirá un plan de corrección para cualquier centro regional que, durante dos períodos de informe consecutivos, no mantenga las proporciones de número de casos de coordinadores de servicios requeridas por esta sección o de otra manera demuestre una incapacidad para mantener patrones de personal adecuados de conformidad con esta sección. Los planes de corrección se desarrollarán siguiendo los aportes del consejo de estado, las organizaciones locales que representan a los consumidores, los miembros de la familia, los empleados del centro regional, incluidas las organizaciones laborales reconocidas, los proveedores de servicios y otras partes interesadas.