



FY2024

# ANNUAL REPORTING

[dpcolo.org](http://dpcolo.org)  
303-360-6600



# REPORTING CONTENTS

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## Welcome

We are delighted to present Developmental Pathways' (DP's) end-of-year reporting for Fiscal Year 2024 (FY24). These reports detail our work and outcomes from July 1, 2023, to June 30, 2024.

This report is comprised of four main sections, described below. The individual reports are designed to work together and function as stand-alone reports, each of which shines a spotlight on various aspects of our work in the community.

You can learn more about our organization by visiting our website at [dpcolo.org](https://dpcolo.org) and following us on social media: [Instagram](#), [Facebook](#), [Twitter\(X\)](#), [LinkedIn](#), and [YouTube](#).

## Table of Contents

### **Annual Report**

Contains all the general information about DP and our core business lines - this is where you will find information on the individuals and families we serve and the programs we support.

### **Mill Levy Report**

Contains information on our use of local funds, focusing on local Mill Levy revenues. We include information on how those (and other) funds were used to support our local community.

### **County Reports**

Abbreviated county-specific pull-out reports highlighting key features and outcomes by county.

### **Appendix**

Appendices provide more detailed information, including a link to an acronym guide and more detailed charts and graphs.

# INTRODUCTION

## A Letter From Our Executive Director

**Let me start with a heartfelt thank you to the individuals and families in services with us, our board of directors, teams, and community partners for your support this year. Your ongoing dedication to the vision and mission of Developmental Pathways is inspirational and foundational. Working alongside you in service of supporting a vibrant and inclusive community is a great honor.**

Over the past year, Developmental Pathways (DP) has undergone a significant transformation across almost every area of our organization, aiming to create a brighter, more inclusive future for our communities. From Early Intervention programs to long-term care case management and local services, our teams have worked relentlessly and in close collaboration with local, state, and federal partners to strengthen and improve disability services across all stages of life. Our focus remains on ensuring better access and outcomes for individuals and families.

Since 1964, DP has been a vital community resource for individuals with disabilities. This past year marked a period of unprecedented growth for our agency. We went from serving fewer than 9,000 individuals and families daily to over 15,000. To support this growth, our team also grew, increasing from around 275 employees to more than 500. What an incredible way to celebrate our 60th year!

We believe that full inclusion and participation in community life is within reach for everyone, and our mission remains dedicated to realizing that vision. Through strong partnerships with local communities and backed by deep organizational knowledge and expertise in managing state, federal, and locally funded programs, our teams work hard to promote individual and family choice, community involvement, and holistic care coordination that addresses the whole person's needs.

As you review this collection of reports, I invite you to join me in celebrating our teams' impressive, community-driven results. None of this would have been possible without the collaboration of our state and community partners, the individuals and families we serve, our board of directors, leadership teams, exceptional staff, generous donors, and state and county funders. I am deeply grateful for their unwavering dedication, resiliency, creativity, and hard work, and I am incredibly proud of the lasting, positive impact made on the local disability community.

**Thank you,**



Matt VanAuken  
Executive Director & Chief Executive Officer  
Developmental Pathways

*Enriching Lives. Strengthening Communities.*





FY2024: July 1, 2023 - June 30, 2024

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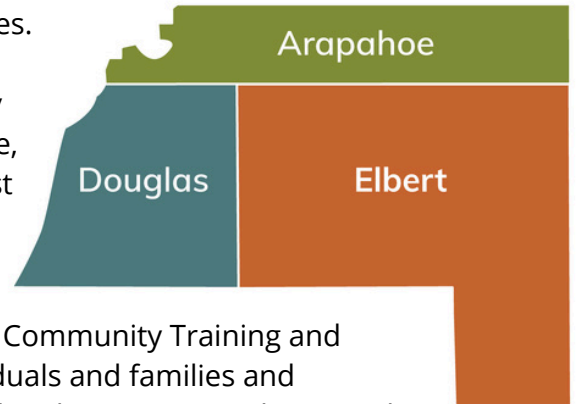
# TABLE OF CONTENTS

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<b>1</b>	Who We Are Today
<b>2</b>	Who We Serve
<b>3</b>	Long-Term Care System Changes
<b>4</b>	How We Serve
<b>5</b>	Our Board of Directors
<b>6</b>	Our Funding
<b>7</b>	Fundraising
<b>9</b>	FY24 In Review
<b>10</b>	FY24 Impact
<b>11</b>	Our Programming
<b>24</b>	Business Operations
<b>27</b>	Financial Information
<b>30</b>	Challenges & Opportunities
<b>32</b>	Conclusion

# WHO WE ARE TODAY

Developmental Pathways (DP) is a 501(c)(3) nonprofit serving individuals with disabilities/delays and their families. We are a designated Case Management Agency (CMA) for long-term care services and one of Colorado's Community Centered Boards (CCB), connecting people to federal, state, county, and private funding. We are also Colorado's largest Early Intervention (EI) provider, helping to connect young children to essential resources.



DP was founded on June 3, 1964, initially as the Suburban Community Training and Services Center. By 1985, we served more than 400 individuals and families and formally changed our name to the familiar Developmental Pathways (DP) we know and love today.

On November 1, 2023, we expanded our case management work under Case Management Redesign (CMRD), a statewide initiative led by Colorado's Department of Health Care Policy and Financing (HCPF) to improve outcomes for individuals and families across Colorado. Under our expanded contract, we provide case management services to all individuals enrolled or enrolling into Long-Term Services and Supports (LTSS) for defined service area #5, which includes Arapahoe, Douglas, and Elbert counties.

Today, DP serves more than 15,000 individuals and families across all programming, including Early Intervention, long-term care services, and local programming. A team of over 500 staff members[1], including social workers, occupational/physical/speech therapists, and other professionals, make up our workforce. Our current senior leadership team has over 90 years of collective experience at our organization.

Much of our work focuses on care coordination for individuals and families who need help navigating the complex world of disability services. We passionately believe inclusion is for everyone and actively build, support, and partner with community resources to meet the needs of our community. We contract with multiple state and local organizations and are integral to accessing disability services in our community.

## **DP celebrated our 60th anniversary in 2024**

Sixty years was a grand milestone for us in a record year of expansion. Throughout 2024, we looked back at our history and planned for our future dedicated to people with disabilities.

Watch our video about DP's [Community Impact since 1964](#)



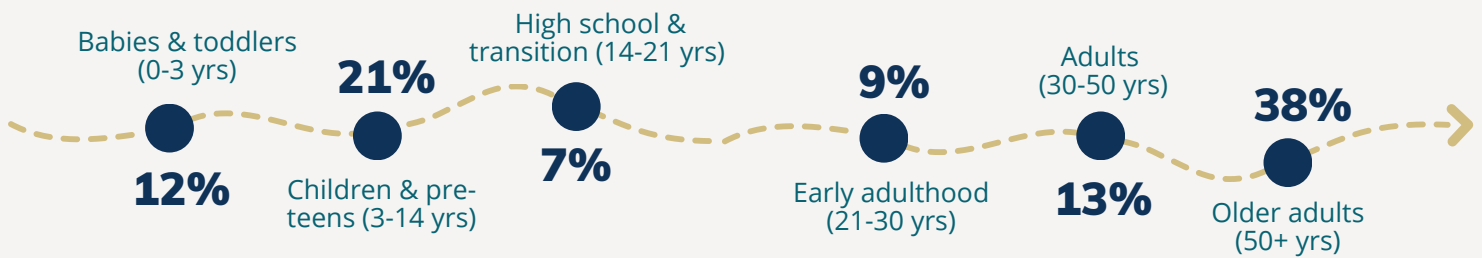
[1] DP ended FY24 with 538 full-time employee (FTEs) and budgeted for 544 FTEs to start FY25.

# WHO WE SERVE

We support three critical program areas, including:

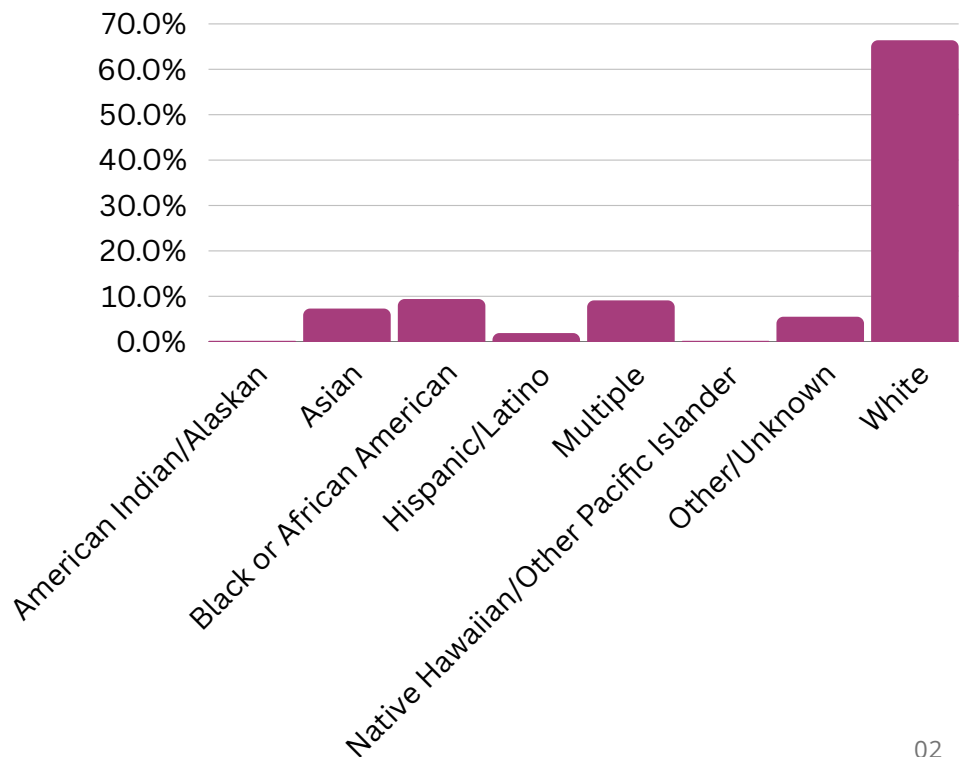
- Babies and toddlers with developmental delays and their families (Early Intervention)
- Individuals with Intellectual and Developmental Disabilities (I/DD) and their families (I/DD Local Programming)
- Children and adults with any disabilities requiring long-term care services (Case Management)

We support individuals with co-occurring needs from birth to aging, from various backgrounds, and with wide-ranging support needs. We are proud to help individuals throughout their lifespans.



## Overall Demographics Served

Detailed demographic information can be found in the Appendix Report.

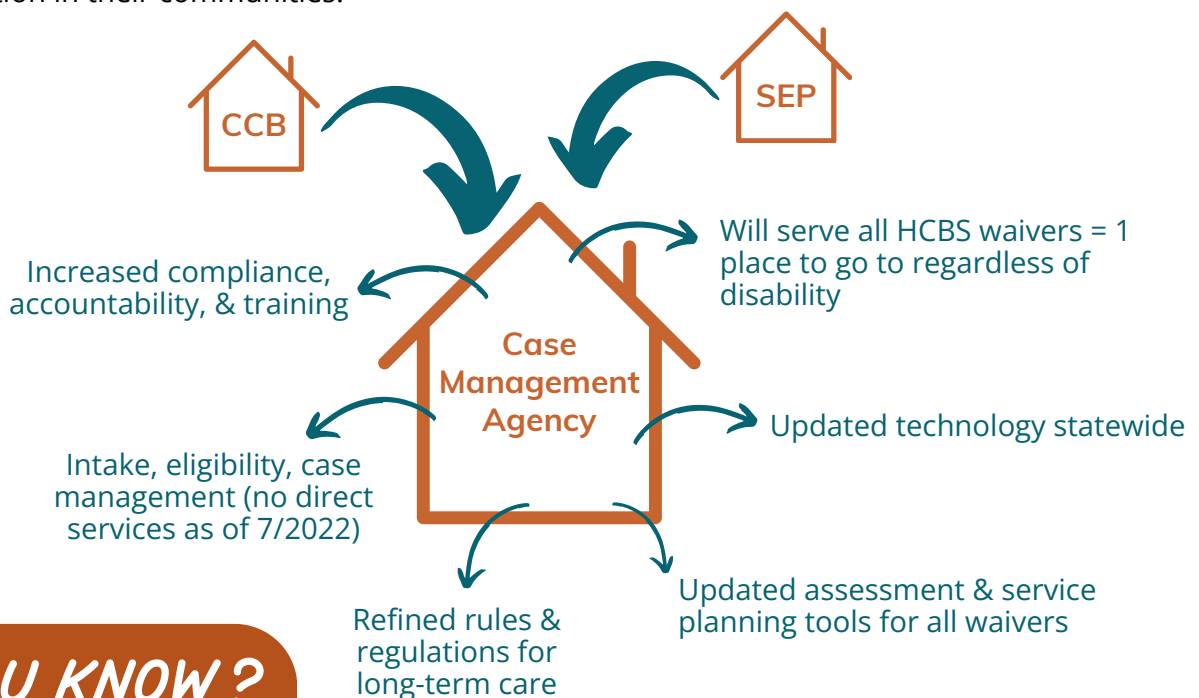


# LONG-TERM CARE SYSTEM CHANGES

## A Special Note About Case Management Redesign

Starting in November 2023 and concluding in June 2024, the long-term care case management system underwent a significant transformation through what is known as Case Management Redesign (CMRD). CMRD refers to several initiatives aimed at simplifying and improving access to care and improving the overall quality of case management services.

Throughout last year, Colorado transitioned from over 40 case management agencies (CMA) to just 15 (serving 20 designated service areas). Each CMA supports intake, enrollment, and active case management for all Home and Community Based Services. This change enables people with diverse needs to access the case management services they require from a single organization in their communities.



### DID YOU KNOW?

With the implementation of the new CMA contract, DP welcomed over 5,000 new individuals into case management services. Before the changes, DP supported approximately 9,000 individuals and families (point-in-time). Today, we actively support around 15,000 individuals and families (point in time).

For More Information:

1. Metro CMA Referrals: <https://www.dpcolorado.org/wp-content/uploads/2024/08/Referrals-Connecting-People-to-Agencies.pdf>
2. Colorado's CMRD Website: <https://hcpf.colorado.gov/case-management-redesign>
3. List of all CMAs: <https://hcpf.colorado.gov/case-management-agency-directory>



## HOW WE SERVE

At DP, we partner with people in their pursuit of a meaningful life through advocacy, education, connection, and support.

We strive to be a central resource for individuals and families seeking additional help. We have multiple specialized teams to support a wide array of community needs. We work diligently on creating and nurturing meaningful partnerships in the disability community.

If we are not able or positioned to meet your needs, we know someone in the community who can and will work to connect individuals and families to the right resources. We support a 'No Wrong Door' approach to care.



We were scared for some time about not finding resources to give our daughter the opportunities she deserves, especially with her being level 3 autistic. Knowing we are here with Developmental Pathways gives us the confidence we needed to give our child the best life we possibly can.

- Parent on Satisfaction Survey

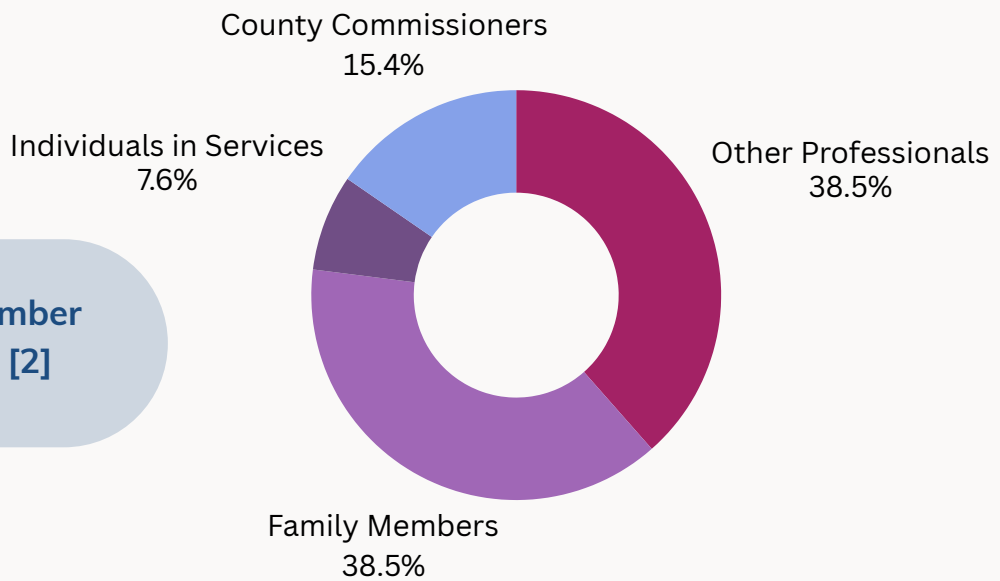


# OUR BOARD OF DIRECTORS

As a nonprofit agency, we have a policy and governance board of directors. These board members donate hundreds of hours supporting five separate subcommittees and regular board meetings.

More information about our current board members can be found on our [website](#).

## Board Member Makeup [2]



Ten-year-old Nina has several diagnoses, including cognitive and speech delays, ADHD, Short Bowel Syndrome, Chronic Lung Disease, and sensory issues. Since infancy, she has faced numerous health challenges, including several surgeries and intubation.

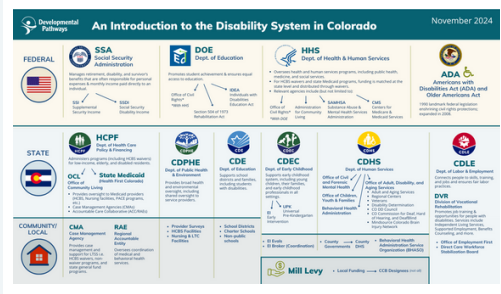
Thanks to DP funding, Nina has participated in hippotherapy since 2021, which has led to remarkable progress in improving her communication skills and confidence, enabling her to explore new activities like biking, gymnastics, theater, and swimming. DP also funded Nina's stay at Adam's Camp, which provides therapy, family support, and recreational activities for individuals with disabilities. Nina's confidence and physical abilities continue to blossom beyond her parents' expectations.

*"DP removed financial barriers so Nina could participate in hippotherapy and showed us the programs available. You opened doors to opportunities we didn't know about. DP came at the right time to help us. We wouldn't be able to do these things by ourselves. You have a giant impact on families your programs touch. The impact on kids like Nina is immense." - Parent of Nina*

[2] These numbers include all Board Members throughout the year, including those who joined partway through the year and those who reached term limits or resigned due to personal reasons during the year.

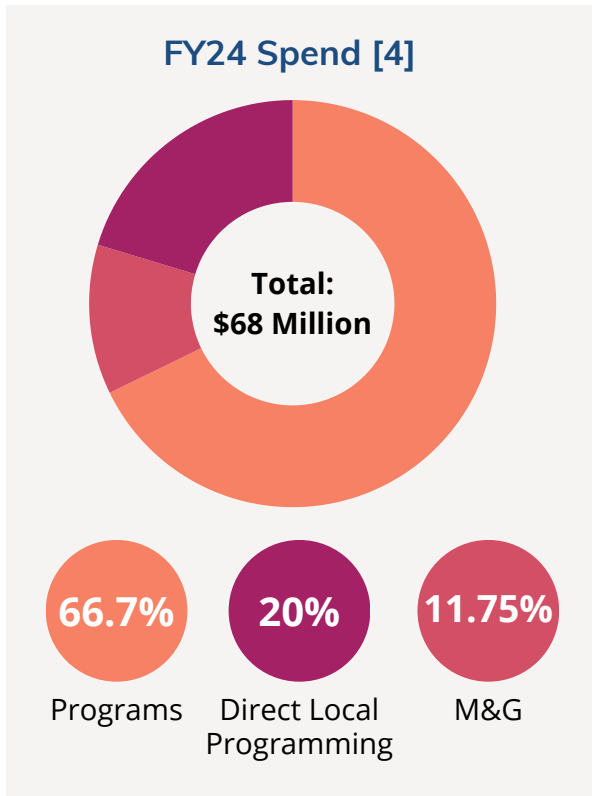
# OUR FUNDING

Our programs are funded through federal, state, and local resources, including [Mill Levy](#) and private philanthropy. Much of our funding is from contracts with our core funders, who direct our daily work and how the funds are used. While DP is not a governmental organization, we work closely with various Colorado state agencies to ensure our community receives core support.

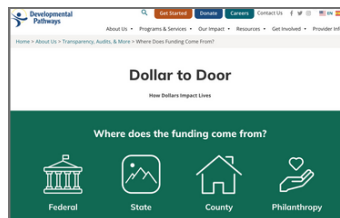
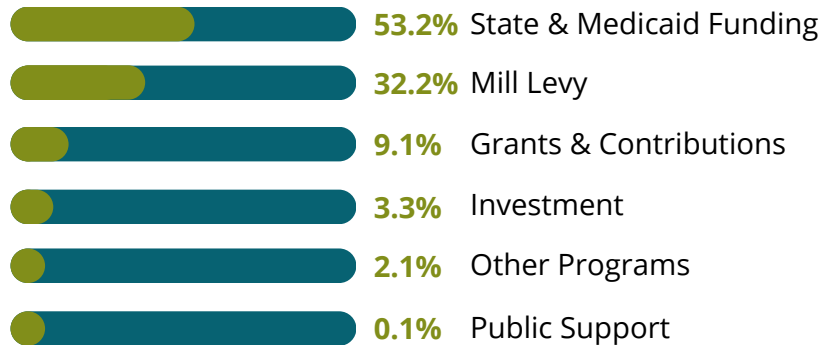


[This document](#) illustrates how the disability system works, outlining the state and federal agencies that play a role in the long-term care system.

In FY24, we received \$71M in revenue, which helped us support more than 24,000 individuals and families throughout the year. **State and Medicaid funding accounted for 53.2% of overall funding**, while local resources such as **Mill Levy, investments, private donations, and grants comprised approximately 46.8%.**<sup>[3]</sup> For more information on our Mill Levy funding, please see our FY24 Mill Levy Report.



## FY24 Revenue by Source



[Dollar to Door resource:](#) learn more about how funding impacts lives

[3] We received \$6.5M in one-time public support funding as a part of investments in funding and resources for CMA stabilization.

[4] FY24 Spend Chart: Percentages differ from M&G as a percentage of revenue calculation as we don't include depreciation expense.

# FUNDRAISING

## Help Us Help More

Developmental Pathways is proud to collaborate with multiple giving partners to extend our support to more individuals and families in need.

Individuals with disabilities often have increased living costs due to expenses to support their day-to-day needs, from extra medical interventions to therapies to assistive technology supports. These additional costs can burden individuals and families. While DP coordinates aid through many state, federal, and local resources, that support is often limited and/or restricted in ways that can make it challenging to meet these otherwise unmet support needs.

We rely on financial and in-kind donations to support our community directly with these needs. Your contributions can go a long way in helping us provide for more members as we continue to grow.

**In FY24, over 63K in additional funding supported our local programming and outreach efforts and included financial donations and in-kind contributions.**

### Financial Donations

DP uses monetary donations to fulfill unmet and under-met needs that impact those with disabilities when no other funding sources are available.

We are grateful to the many individuals, businesses, private endowments, and employee-giving programs that help make this programming possible.

### In-Kind Donations

For FY24, we received in-kind donations supporting our back-to-school backpack drive, Thanksgiving meal giveaway, and annual Holiday Outreach. We also partnered with Arc Thrift to provide vouchers for our most in-need members.



## Appreciation

Deep gratitude to these and other giving champions through cash or in-kind donations:

- Developmental Pathways Board of Directors
- Hundreds of caring community members and employees
- A Precious Child
- Aces Sports Academy
- Arc Thrift
- Blackbaud Giving Fund
- Banc of California
- Brewability
- Chevron Employee Giving
- Coblaco Services, Inc.
- Colorado Gives Day
- The Dayton Foundation
- Debbie's Big Day
- The Denver Foundation
- Denver Rescue Mission
- Divine Mercy Catholic Church
- Empower
- Epworth Foundation
- FrontStream Employee Giving
- Innovest Porfolio Solutions
- The Kroger Company
- Local Schools
- Mama Bear Realty
- Mulhern MRE, Inc
- Mile High United Way
- Network for Good
- Operation Santa Claus
- Polak Medical Endowment
- Primrose School
- Second Start to the Right
- Starstruck Academy of Dance
- Stryker Corporation/American Online Giving Foundation
- Summit Pediatrics
- Target Corporation Employee Giving
- Yardi Systems

## Help Us Make a Difference

To donate directly, please visit our [Giving webpage](#).

If you're interested in setting up an employee giving program, an endowment, or other giving (such as in-kind donations) that can benefit our community, please reach out to us at [info@dpcolo.org](mailto:info@dpcolo.org).

THANK YOU!

### DP Holiday Outreach made possible thanks to donations



# FY24 IN REVIEW

Developmental Pathways is committed to thoughtfully partnering with our state and local community leaders and providers. In FY24, we addressed several internal and external challenges that impacted long-term care case management, Early Intervention, and provider services. We collaborated and advocated to get the resources needed to meet the needs of our members.

## Executive Team / Board of Directors Goals (FY24)

# 1

**Long-term planning and stabilization through our agency's expansion in both EI and long-term care sectors of work.**

# 2

**Stabilizing financials and rebuilding fund balance to protect services from birth to aging across all sectors of our business.**

# 3

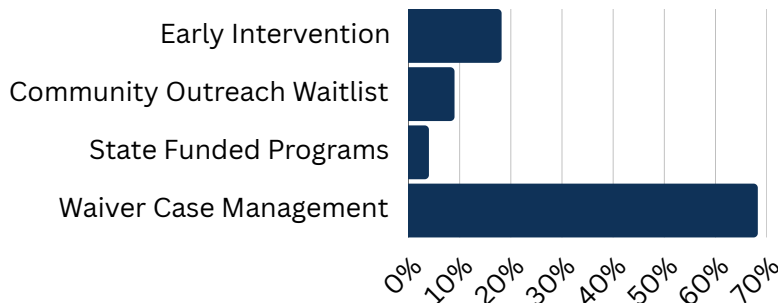
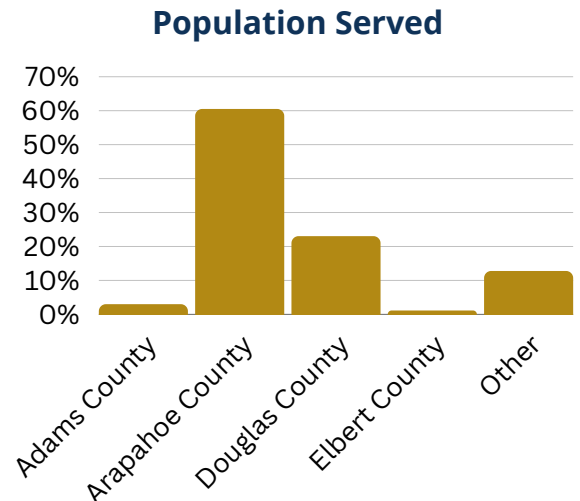
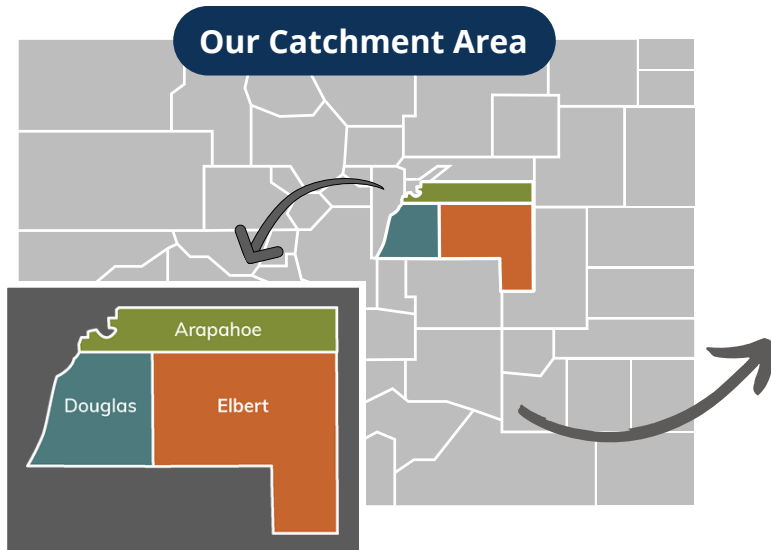
**Staffing and provider stability: Investing in our teams and our community to ensure continuity of care through systems change.**

# 4

**Supporting our workforce and community in navigating issues related to inclusion, accessibility, equity, and diversity**

# FY24 IMPACT

Served 24,000 people (15,000 people point-in-time)



**544 STAFF** [5]



**\$71M BUDGET** FY24

Cole, now 26, was diagnosed with Fragile X Syndrome at age two, a genetic condition causing developmental and intellectual challenges. Since 1999, he has been receiving services from DP while his parents, Matt and Kari, have worked with case managers to identify the necessary supports.

*Matt shared, "DP's always been there with guidance for milestones, most recently with Cole's supported living services plan, which was huge."*

In 2020, after Cole graduated and transitioned to adult services, Matt and Kari worked with Mike, Cole's longtime teacher, to create a nonprofit that offers programming for adults with autism and developmental disabilities. Cole attends Day Program here and enjoys activities like cooking, exercising, music, woodworking, and playing Uno. Through supported employment, Cole has held several jobs, including interning at the Denver Zoo, where he currently helps the staff with food preparation for the animals.



[5] FY23 had 375+ staff members. As of November 2024, we have over 600 staff members.

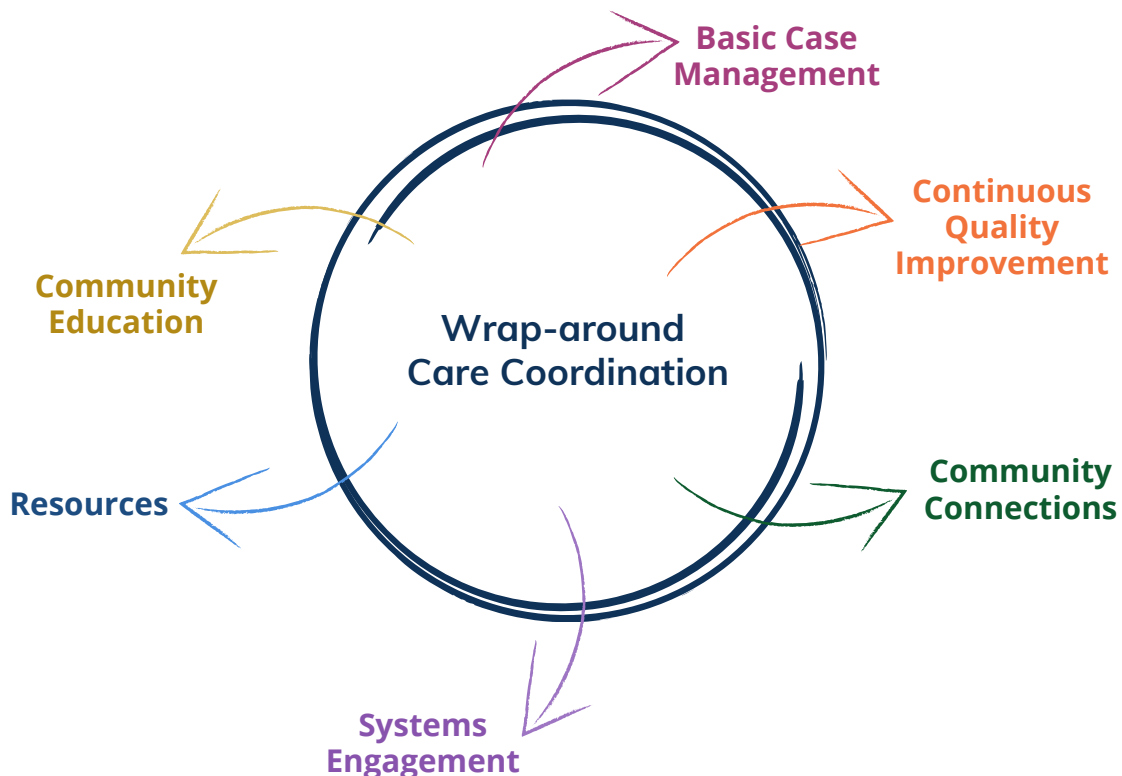
# OUR PROGRAMMING

## Overview

Our programming includes three main pillars of support: **(1)** long-term case management and service coordination for individuals and families across a broad array of state, federal, and local programs; **(2)** direct early intervention services; and **(3)** a variety of local support programming, which primarily supports individuals with I/DDs and their families. Our Early Intervention program offers pediatric home health services, such as occupational, physical, and speech therapies.



Throughout FY24, DP was proud to offer wrap-around care coordination for individuals and families with intellectual and developmental disabilities and delays. Using local funds, we amplified and strengthened supports available under traditional case management funding with otherwise uncovered services.





## What is Case Management and Service Coordination?

Case management and service coordination are interdisciplinary processes that assess, plan, implement, coordinate, monitor, and evaluate supports to improve outcomes for individuals and families.

## Why are these services important?

Case management and service coordination are crucial to assisting individuals and families in living meaningful lives and meeting their care needs. Case managers are specially trained in the programs they help people access and have the tools and resources to make informed referrals to other services and support.



### Contracts

DP contracts with multiple state and local partners, including the Colorado Department of Early Childhood, the Colorado Department of Health Care Policy and Financing, and local county partners.



### Programs

Programs for eligible adults and children with disabilities and delays are funded through the Medicaid State Plan, Medicaid Waivers, State General Funds, Federal Part C of IDEA, local funding sources, and private insurance for covered individuals.



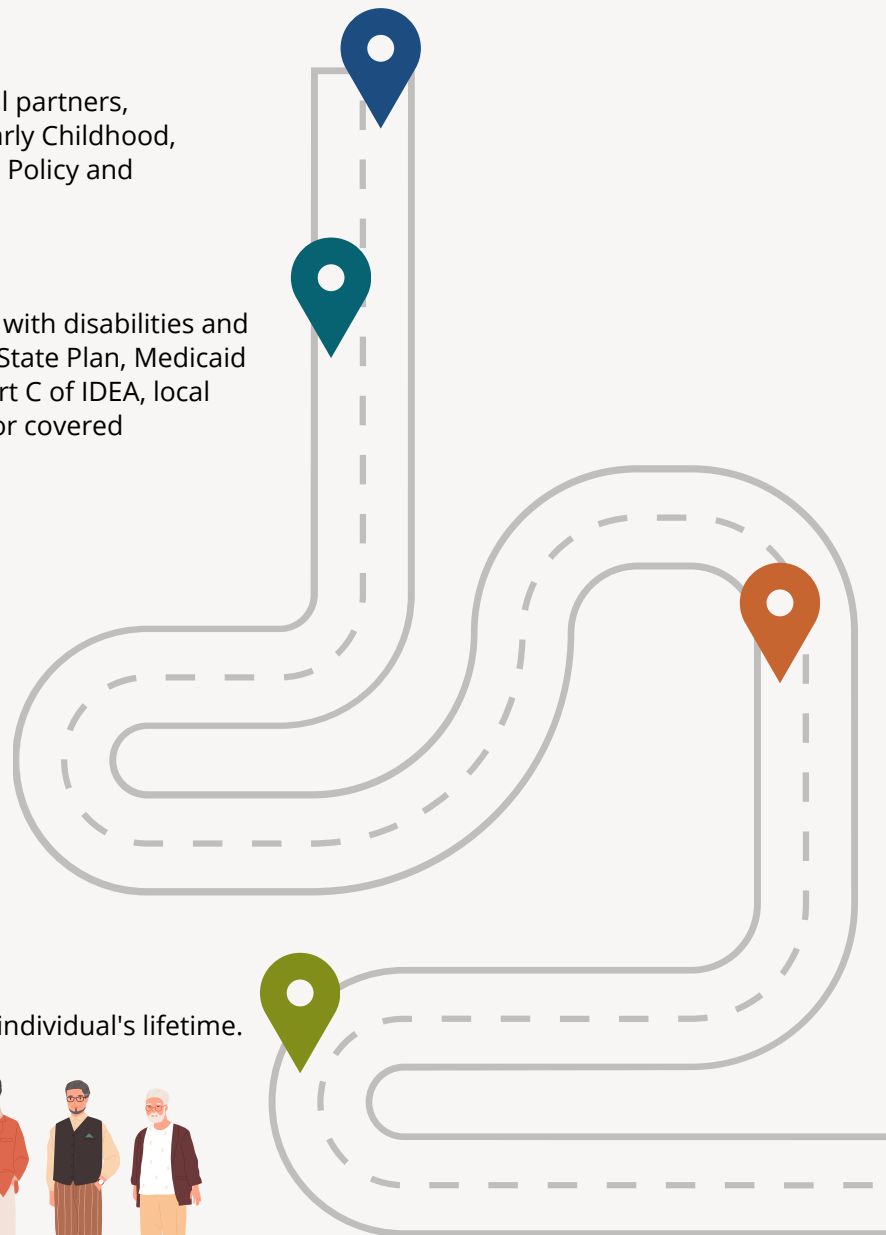
### Services

Services within each type of program are available based on identifying and prioritizing individual needs. Services to address identified needs are purchased, provided, and billed for directly by qualified providers such as Program Approved Service Agencies (PASAs) and other Medicaid-approved providers, using program funds authorized through the individual's plans.



### Lifespan

Our programming often spans across an individual's lifetime.



## Early Intervention Services (birth - age 3)

The Early Intervention (EI) program (Part C) provides services and supports for families who have a baby or toddler up to age three with either a significant delay of 25% or more in two or more areas of development or a 33% delay in one or more areas of development or have a child with a qualifying diagnosis. The EI team at DP comprises three aspects of care:

Intake / Evaluations

Service Coordination

Direct Service /  
Pediatric Home Health

EI staff partner with families to:

- Support each family's success and capacity to promote the development of their child
- Deliver services and supports
  - in a family-centered way by identifying a family's concerns and priorities
  - through a parent/family coaching model within a child's natural environment through everyday activities and routines

### FY24 by the numbers

**4,366**

babies, toddlers,  
& their families  
served

**2,342**

EI evaluations

**2,111**

newly eligible  
in FY24

**1,271**

transition  
conferences



### Parent Survey Responses

*"Everyone we worked with was incredible. We were really struggling after COVID, and we were set back with our child's development. We felt supported every step of the way. Everyone is caring, loved the kids, was super knowledgeable and has made a lasting impact. Beyond grateful that we met Developmental Pathways."*

*"Our Service Coordinator and the team of therapists were amazing, really helped me find support and footing in the first years of dealing with my children's diagnosis. Very grateful for the program, I know my kids and my family had a better start than they might have in another place thanks to EI."*

*"Everyone we encountered during our time spent with EI was absolutely amazing! Our therapists and coordinator made us feel like family and guided us through the whole way. I've never felt more supported, as a parent, than I did with my EI family and I will miss them all tremendously."*



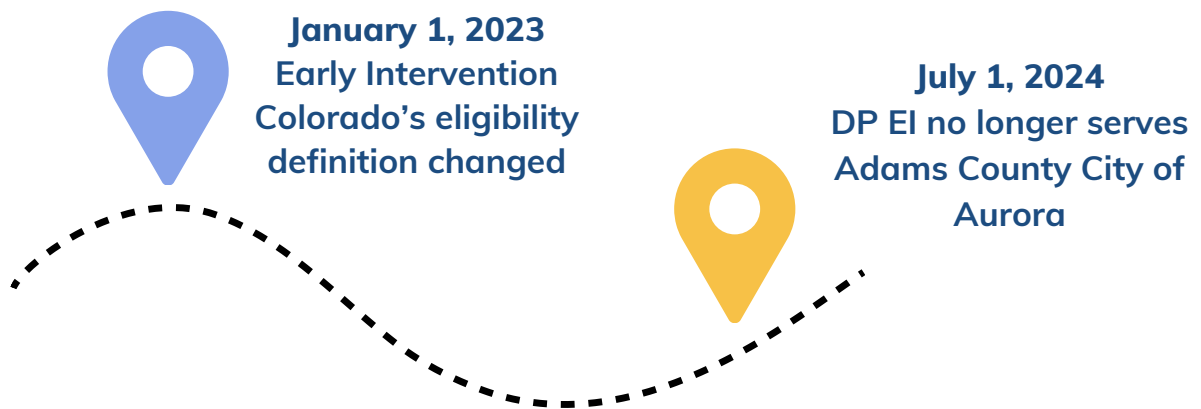
## Early Intervention Programming Updates

### Evaluations

As of January 1, 2023, Early Intervention Colorado's eligibility definition changed, leading to increased referrals and enrollment. We attribute this rise to the program's new eligibility criteria, a more established method of conducting EI evaluations, and the end of the COVID-19 pandemic. In response, we built a five-member evaluation team and expanded our contracted providers to help us keep up with the increased number of children served through EI. Moving forward, staffing and provider needs will continue to be assessed to ensure we can provide timely and effective services.

### Catchment area

As of July 1, 2024, DP EI no longer serves Adams County City of Aurora due to the new Colorado Department of Early Childhood (CDEC) contract. Leading up to this change, the Early Intervention team collaborated, prepared, and successfully transitioned 125 children and families to North Metro Community Services. DP will continue to serve eligible children and families who live in Arapahoe, Douglas, and Elbert counties.



## Long-Term Care Case Management (birth - aging)

Long-Term Care Case Management is made up of numerous teams (Systems Navigation, Case Management, and Program Quality) that assist individuals enrolling into or enrolled in long-term care disability programming, which encompasses state-funded programs, Home and Community Based Services (HCBS), known as Medicaid Waivers, and other long-term care programming such as long-term home health.

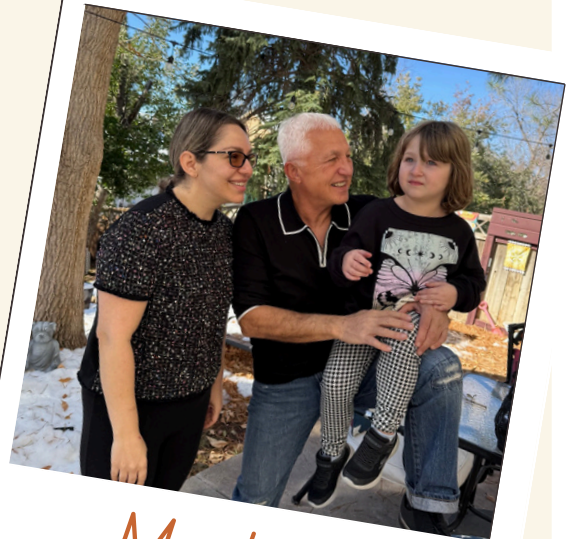
**In FY24, these teams supported the following activities:**



Using a person-centered approach, we strive to empower individuals in services to have agency and choice in their lives. We often refer to “supports and services,” which are the benefits that each disability program offers—every program has different targeting criteria and different supports available.

Five-year-old Alice was diagnosed with Autism at 18 months. Her parents struggled to hold her attention and often felt she was in her own world. After her diagnosis, they grappled with what it meant for her future and theirs and had to adjust their priorities to better support her. As she grew, new challenges arose, including Alice being nonverbal. In 2021, they connected with DP through Early Intervention, and her parents now feel she’s on the right track with the right support. They are currently focused on developing her speech skills.

*“DP and our case managers not only make a difference—they are the difference. DP is our lifeboat and lighthouse; they show us where to go and take us there. Our lives completely changed, and we learned so much,” said her father, Garo. “We wouldn’t be where we are today without DP’s guidance and support. The entire team has been fantastic.”*



*Meet Alice*

(story continued)

Thanks to DP, the family accessed services through the CES waiver, including swim lessons for Alice. Previously, large bodies of water triggered meltdowns, but after swim lessons, Alice is comfortable floating on her own and diving underwater.

*“Through DP, we discovered resources we didn’t know existed. DP showed us that exposure is key,” said Garo. “Because of DP, I’m motivated to take her to new places.”*

By introducing Alice to new experiences, her family has transformed her life and discovered her likes and dislikes, even though she can’t communicate them verbally. She now loves swimming, jumping on trampolines, and hiking.

*“DP planted the seed, and we nurtured it. Without them, we wouldn’t have found these things about Alice,” Garo shared.*

We help connect individuals and families to provider agencies that perform a wide variety of services, such as therapies, community immersion, and personal care. Our Case Management team helps individuals and families navigate Medicaid benefits and various paperwork to find the care needed and desired.



### *We are committed to*

- Compliance to safeguard individuals, families, and our funding
- Quality outcomes focused on person-centered supports
- Simplicity to help make services easier to navigate
- Stability to ensure sustainable operations
- Accountability including equity in access, consistency, and quality standards of care

### FY24 Unmet Needs Client Satisfaction Survey Response:

*“Absolutely have loved working with unmet needs and I’m so thankful for them and everything they have done for our family and others in need.”*

– DP Family

## Long-Term Care Programs

### **Programs for Children (Birth to Age 18)**

Children with Life Limiting Illness Waiver (CLLI)

Children Extensive Support Waiver (CES)

Children’s Habilitation Residential Program  
Waiver (CHRP)

Children’s Home and Community Based Waiver  
(CHCBS)

Family Support Services Program (FSSP)

### **Programs for Adults (Age 18 & Up)**

Brain Injury Waiver (BI)

Community Mental Health Supports Waiver  
(CMHS)

Complementary and Integrative Health Waiver  
(CIH)

Developmental Disability Medicaid Waiver (DD)

Elderly, Blind, and Disabled Waiver (EBD)

Intermediate Care Facility (ICF)

OBRA Specialized Services (OBSS)

Supported Living Services Medicaid Waiver (SLS)

State Supported Living Services Program (S-SLS)

### **Special Programs for Seniors (Age 55 & Up)**

Elderly, Blind, and Disabled Waiver (EBD)

Hospital Backup (HBU)

OBRA Specialized Services (OBSS)

Nursing Facility (NF)

Programs of All-Inclusive Care For The  
Elderly (PACE)

### **Programs for All Ages**

Hospital Backup (HBU)

Long-Term Home Health (LTHH)

Nursing Facility (NF)

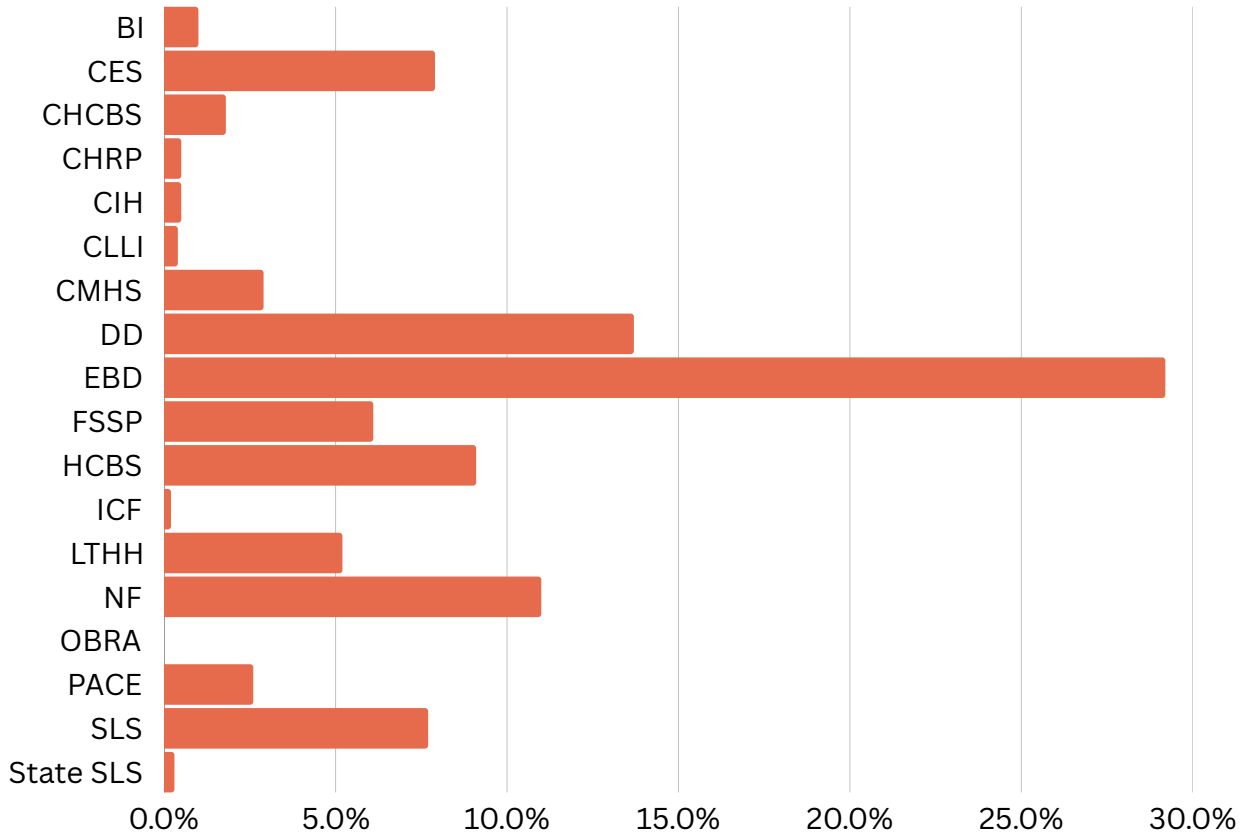
**Please visit our  
[webpage](#) for  
information on all our  
current long-term care  
programming.**

.....

**See our [Programs and  
Services flyer](#) for more  
information.**

## Long-Term Programming

**17,399** Individuals & Families Served in Long-Term Care Programs



### Key Long-Term Care (LTC) Enrollment Events

In FY24, our Case Management team supported more than **628 enrollments** into long-term care programming,



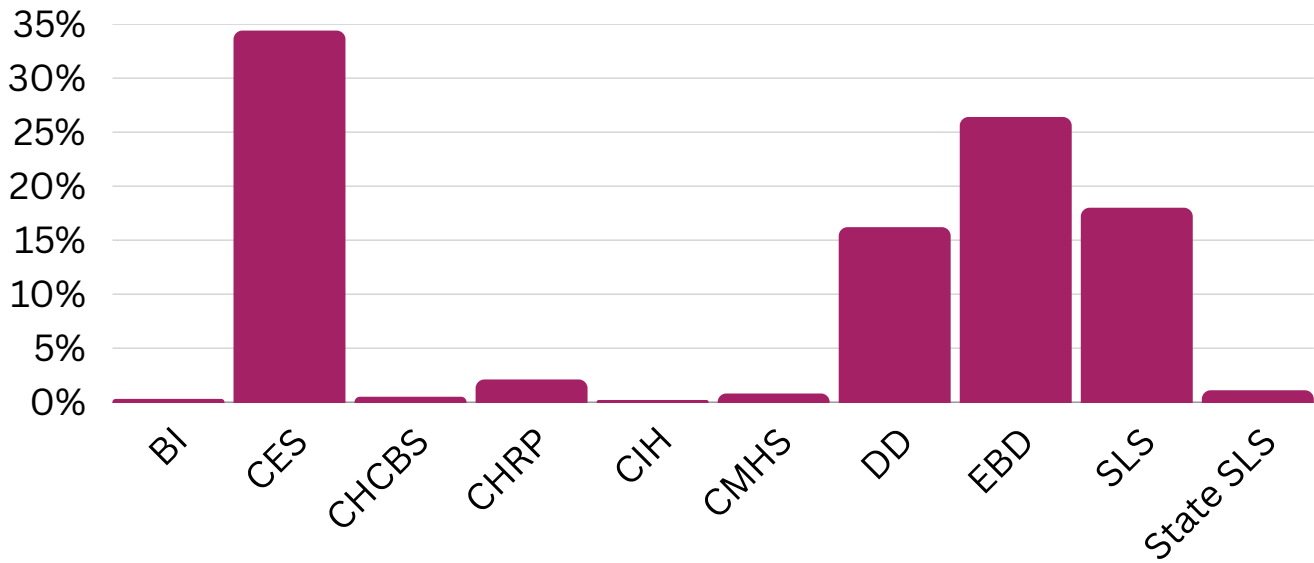
a **60 percent increase** over the prior year's enrollment numbers.



- For those with I/DDs, over 100 enrollments occurred into HCBS-DD (the residential waiver). Historically, there have been fluctuations in enrollments into the I/DD HCBS waivers largely in relation to state efforts to address the waiver waitlists.
- HCBS-DD is the only Medicaid Waiver in Colorado with a waitlist.
- In FY24, I/DD enrollments increased from FY23 numbers landing with 451 new enrollments. While this was an increase for the year, it is in alignment with FY22 numbers.

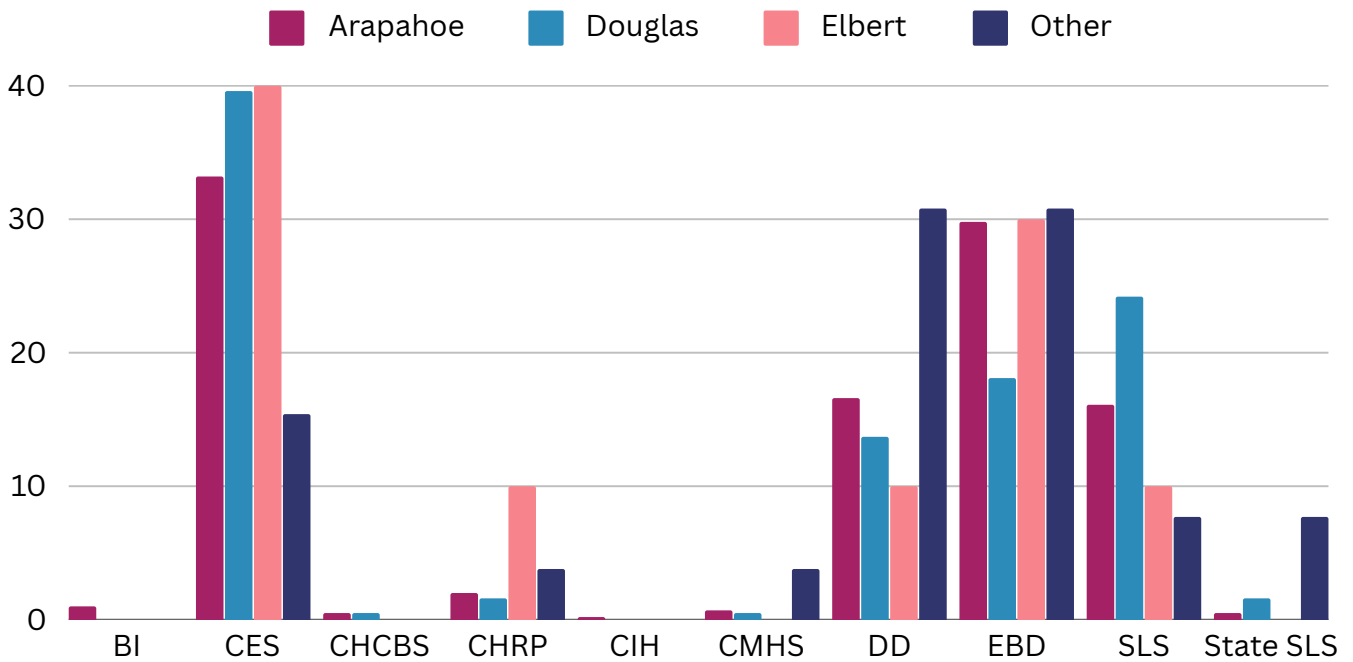
More information on waitlists can be found in the Appendix Report.

## FY24 New Enrollments



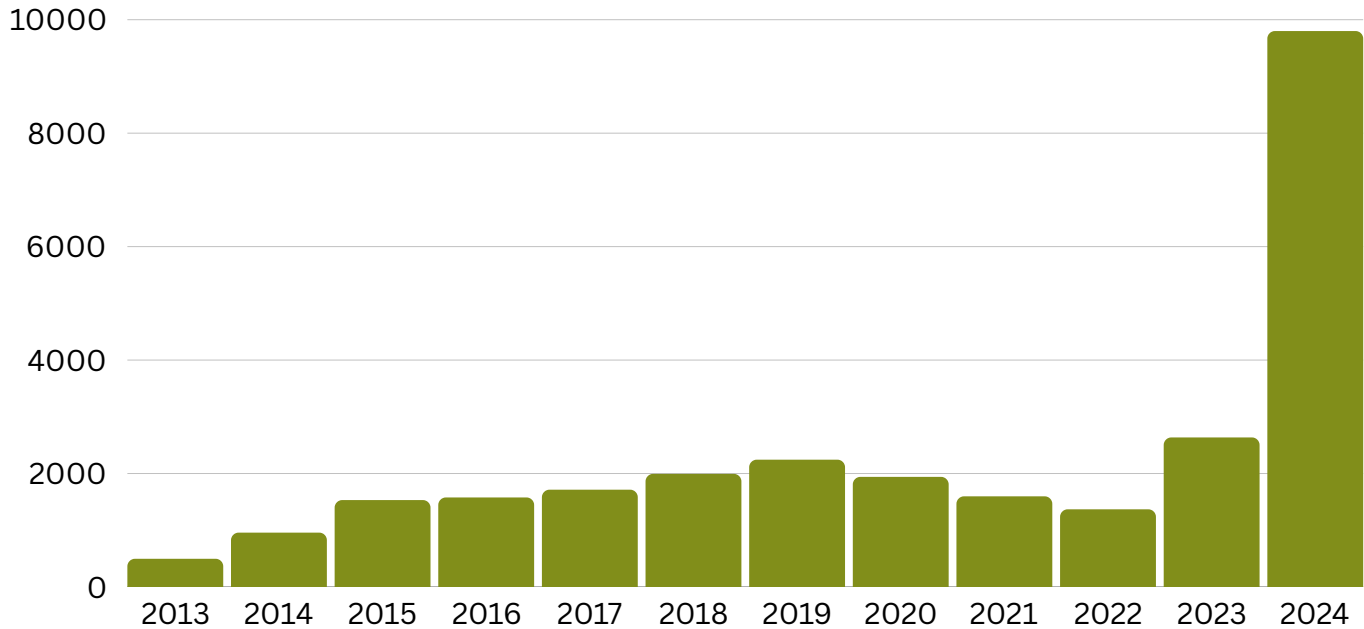
## Community Impact

### Enrollments/Transfers in for Long-Term Care Programs by County





## Long-Term Care Referrals | 9,800+ referrals were made to DP



During the COVID-19 public health pandemic, our referral numbers decreased briefly before increasing post-pandemic. Our new CMA contract has greatly increased referral activity. In FY24, we saw over 700 new referrals each month for long-term care programming.

### Referral Numbers

During the COVID-19 pandemic



Numbers decreased

FY24 Back to pre-pandemic



Saw record referrals

Nov. 2023 Transition to CMA



Referrals increased significantly - 700+ each month

\*Referrals are a count of all the people who contacted DP for long-term care services or information  
**Total Referrals in FY24: 9,851**

\*Contacts are the count of DP contacting those people  
**Total contacts in FY24: 4,962: [6]**

[6]Midway through the year, Intake switched tracking mechanisms which caused some level of potential duplication of people who were entered in both places.

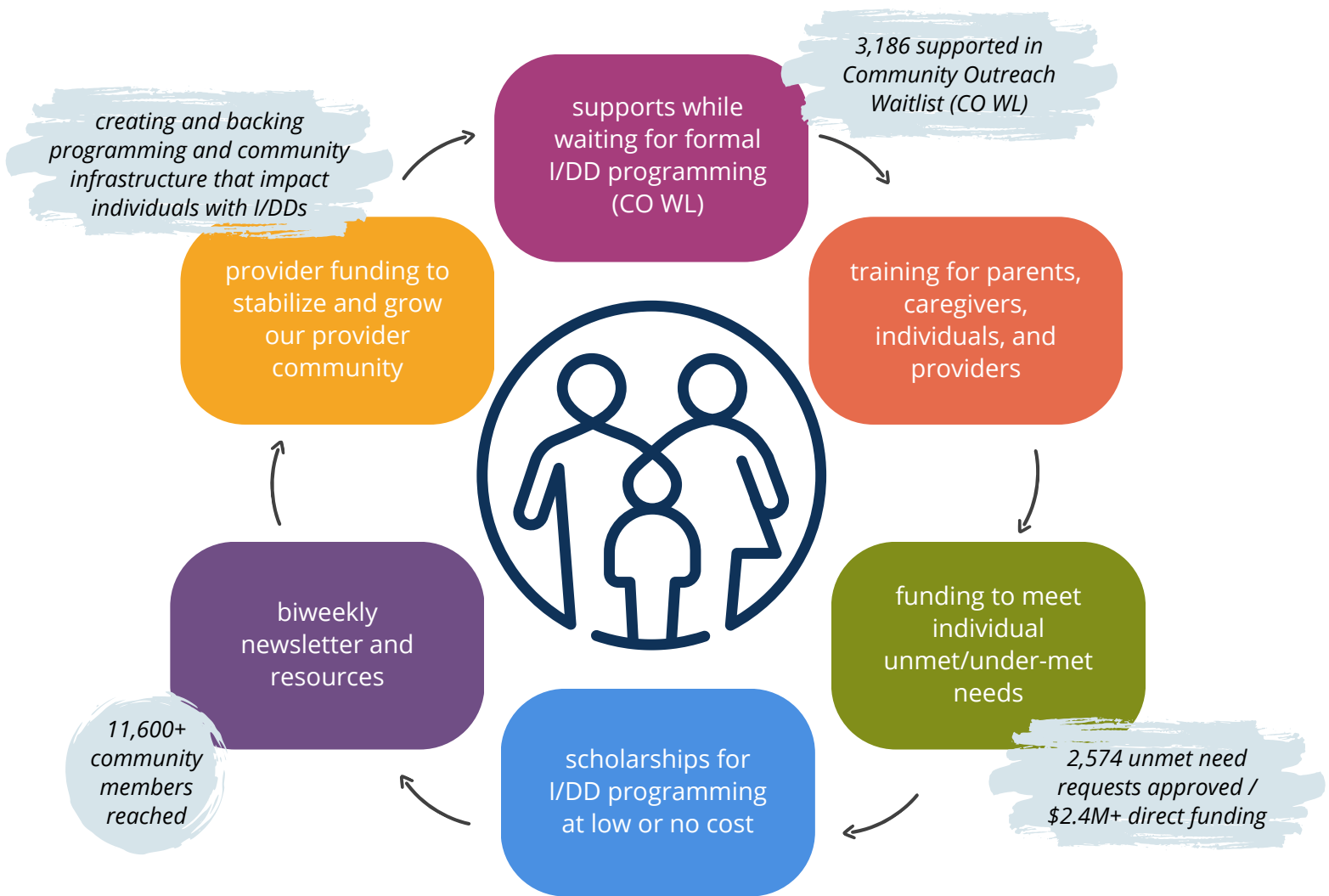
## I/DD Locally Funded Programming (all ages)

Developmental Pathways is proud to offer a variety of locally funded programs[7] to meet the needs of our I/DD community. Local programming works with Early Intervention and long-term care programming to support quality, integrated, and inclusive outcomes.

This programming is funded through local dollars:

- Board-designated Community Engagement Initiatives
- Current year County Mill Levy revenue
- Other funding sources (such as grants, donations, endowments, investment earnings, etc.)

Thanks to local funding dollars, DP offers added supports, including:



[7] More details about locally funded programming can be found in the FY24 Mill Levy Report.

## Community Outreach Waitlist Programming (ages 3+)

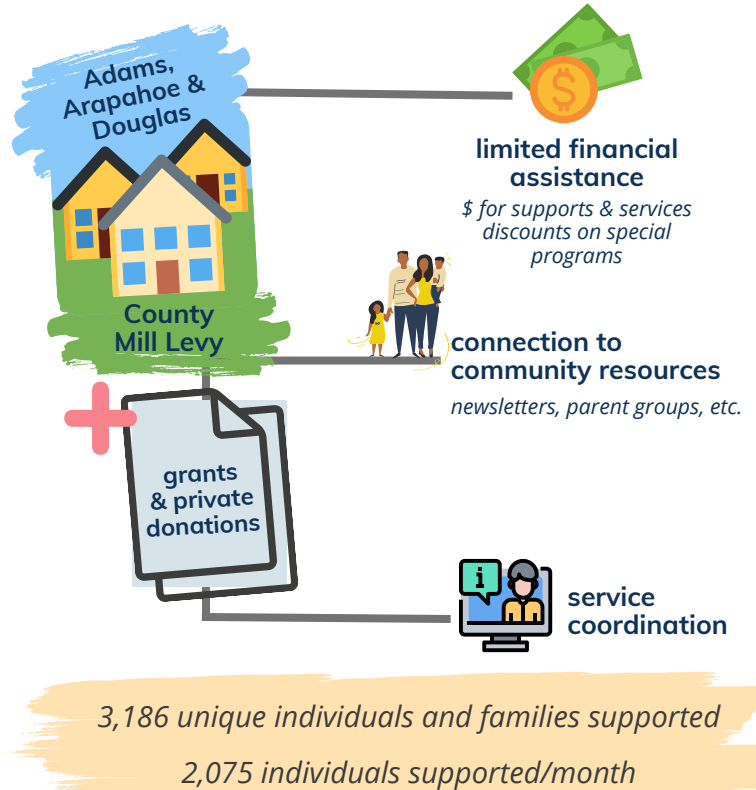
One part of our local programming is our Community Outreach Waitlist Services (CO WL) program. It supports individuals with I/DD and their families while waiting for or enrolling in other state or federally-funded services.

Individuals and their families are connected with a coordinator to help navigate resources.

While waiting, these individuals can receive resource newsletters, attend training, connect with others receiving services, and receive free or discounted services and programs.

This program helps children who have recently exited the Early Intervention program with ongoing delay needs. This program also provides help in accessing funding for unmet or under-met needs and supports the school-to-home connection.

**Without Mill Levy, these families would have no access to these supports.**



### A Coordinator's Role



*Three siblings were enrolled in the CO WL program.*

*Our coordinator provided care, support, and Unmet Needs requests for the family. The coordinator also helped connect the mom with other Spanish-speaking families as a disability systems mentor.*

*"Mentor Mom" will now be doing a Spanish-speaking podcast to assist and mentor more families.*



## Unmet Needs Programming

One of our I/DD locally funded programs that directly impacts members with accessing supports in their community is Unmet Needs.

This programming addresses the specific individual needs of members and is intended to cover services and items not included through other resources.

Fundraising campaigns directly support families through this programming, and we are truly grateful for each of those donors.

**Through this local funding, we approved 2,574 requests from members in FY24.**

Our FY24 Mill Levy Report includes more information about our Unmet Needs programming.

**“The Unmet Needs program allowed our son to participate in group therapy to assist with social and life skills, which he was really struggling with as a young teenager on the spectrum. Most recently, Unmet Needs has helped fund therapeutic recreation equipment, which will give our son access to activities otherwise out of reach. I expect his quality of life to increase and his health to improve as he participates in recreation, gets some exercise, and takes part in activities with family and friends.”**

**– Grateful Parent**



### Meet Nick

Nick, a 20-year-old with Down syndrome, sought to improve his social skills and step outside his comfort zone. Thanks to DP Unmet Needs funding, he attended a camp that provides intensive therapy and recreational activities for individuals with disabilities. While at camp, he interacted with peers and formed new friendships. He developed a meaningful bond with another camper, becoming close friends who regularly chat and hang out. This transformative experience boosted Nick's confidence and independence.

***“Adam’s camp provides Nick with real-life interactions and relationships with similar adults. Adam’s camp has afforded him the opportunity to make connections with others that otherwise would not have been made possible. Thank you!”***

# BUSINESS OPERATIONS

## Our Workforce

In the past year, our workforce greatly expanded to support receiving the case management contract. We reevaluated and reinvested in various supports offered to our staff, all with an eye on furthering our mission and providing the best care possible to our community and workforce.



### **Developmental Pathways is committed to remaining a competitive employer and leader in the community.**

In the last year, our organization has supported staff by implementing state-wide initiatives, regularly engaging via town halls and c-suite listening sessions, navigating resources, and creating spaces to share recognition. We continue to value a healthy work-life balance by offering flexible work-week hours.

- Implemented Family and Medical Leave Insurance (FAMLI) to allow employees paid leave to care for themselves and/or their family members.
- Utilized staff surveys through multiple stages of employment with DP to engage teams in providing feedback to shape meaningful staffing policies.
- Supported staff with accessing mental health resources. We offer an Employee Assistance Program in addition to employer-paid health insurance[8], which covers behavioral health needs and offers concierge support in navigating leave and accommodations when needed.
- Continued offering a "Floating Holiday" for all staff in recognition that our employees come from diverse backgrounds and celebrate varied events and holidays.
- Ongoing work to update and maintain competitive wage grades and bring staff toward market rates with the goal of reducing turnover.
- Supported the development and launch of our new Employee Appraisal Tool, which included assessing the tool through our racial equity lens and using DEIA competencies for organization-wide accountability.
- Kicked off comprehensive succession planning efforts initially focused on mid-level management roles, highlighting competencies expected by position level to create greater transparency about the intersection of professional development and career progression.

[8] Largely employer paid for employee.

This coordinated staff support effort helped ensure the continuity of our services to the individuals and families we serve.

## Staffing By The Numbers



staff  
**EMPLOYED**



new employees  
**HIRED**



of program staff  
**RETAINED**



DP staff celebrate 60 years of supporting individuals and families.

## Commitment to Diversity, Equity, Inclusion, & Accessibility

DP is dedicated to building an equitable and inclusive community while advancing a shared purpose and culture of belonging. We actively involve staff in [Diversity, Equity, Inclusion, and Accessibility \(DEIA\)](#) initiatives through discussions, projects, and training. Our commitment is to collaborate with our community to identify and address any potential barriers that may impede the inclusion of all diverse individuals and to evaluate, develop, and implement accessible services and supports.

Our DEIA efforts naturally align with our mission to support individuals with disabilities and our vision of enriching lives and strengthening communities. We are people helping people pursue a full life, including inclusion and participation in their communities. In serving the disability community, we support Black, Indigenous, and People of Color (BIPOC) families who often encounter additional challenges in accessing services due to historical and systemic factors. Our DEIA roadmap guides our internal work efforts so we can be more effective within our diverse community.

In the past year, the DEIA committee has organized and offered multiple all-staff training and lunch-and-learn sessions on various topics, receiving overall positive feedback from staff.

“The discussions and other people’s perspectives were the biggest takeaway as you get that sense of “aha” I’m not the only one. I also learned valuable, useful skills that would help me better serve our families, communicate effectively with my team, and grow as an individual.” - DP staff member/training participant.

Watch our video: [You Belong | Diversity, Equity, Inclusion, & Accessibility at DP](#)



**Inclusivity, equitable access, and championing diverse talents and abilities have mattered to DP in our mission to support the disability community for almost 60 years. We're strengthened as an organization and larger community when everyone feels welcomed, valued, and a genuine sense of belonging. And strategic, intentional DEIA work helps us further those mission-critical outcomes.**

- Erica Kitzman, Chief Operating Officer

# FINANCIAL INFORMATION

(Supplemental Financial Information)

## FY24 Data

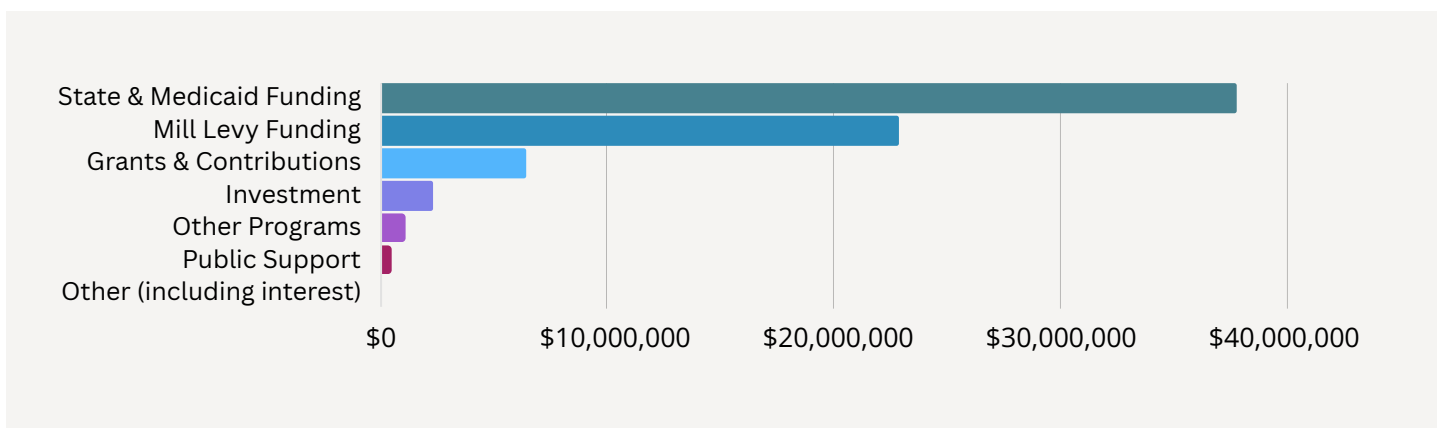
### Audited Financial Statement

FY24 Mill Levy Report											
Revenue & Expenses											
	Case Management	Early Intervention	Family Support	Community Outreach	Initiatives	Outsourced Services & Youth Housing	Total Program	Fundraising and Development	Administrative Management and General	Fund Balance	Total
State Contract Revenue, Part C, ARRA	1,725,672	16,740,647	2,921,507	-	-	650,569	22,038,394	-	-	-	22,038,394
Medicaid Revenue	13,253,822	1,208,100	-	-	-	1,267,193	15,729,115	-	-	-	15,729,115
Counties (Arapahoe, Douglas, Adams)	-	-	-	-	-	-	-	-	-	-	-
Service Fees and Other Program Income	1,145,468	1,375,555	-	-	-	-	2,521,023	-	96,947	-	2,617,970
Grants & Contributions	5,193,660	-	-	27,435	-	-	5,221,095	-	150,400	-	5,371,495
Public Support	-	-	-	1,912	-	-	1,912	61,543	-	-	63,455
Revenue by Funding Source and Program	21,318,623	19,324,302	2,921,507	29,347	-	1,917,762	45,511,540	61,543	247,346	-	45,820,429
Other Income	-	-	-	-	-	-	-	-	-	-	-
Net Investment Return	-	-	-	-	-	-	-	-	2,357,974	-	2,357,974
Interest	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	2,357,974	-	2,357,974
Mill Levy	10,571,225	1,035,298	-	8,121,323	-	-	19,727,846	-	-	3,156,156	22,884,002
<b>Total Revenue, Support and Gains</b>	<b>31,889,848</b>	<b>20,359,599</b>	<b>2,921,507</b>	<b>8,150,671</b>	<b>-</b>	<b>1,917,762</b>	<b>65,239,386</b>	<b>61,543</b>	<b>2,605,321</b>	<b>3,156,156</b>	<b>71,062,405</b>
Total Expenses by Program	24,322,070	18,286,088	2,923,910	7,973,377	3,951,589	1,948,204	59,405,238	52,977	8,904,233	-	68,362,448
Gain/(Loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	14,165	14,165
<b>Total Expenses and Losses</b>	<b>24,322,070</b>	<b>18,286,088</b>	<b>2,923,910</b>	<b>7,973,377</b>	<b>3,951,589</b>	<b>1,948,204</b>	<b>59,405,238</b>	<b>52,977</b>	<b>8,890,068</b>	<b>-</b>	<b>68,348,283</b>
Change in Net Assets	7,567,778	2,073,511	(2,403)	177,293	(3,951,589)	(30,442)	5,834,148	8,566	(6,284,747)	3,156,156	2,714,122

Management and General Calculation	
Total Administrative Management and General Expenses	8,890,068
Less: Depreciation & Amortization Expense	(542,956)
<b>Net Administrative Expenses</b>	<b>8,347,112</b>
Total Revenue, Support and Gains	71,062,405
<b>Net Administrative Expenses as Percentage of Total Revenue</b>	<b>11.75%</b>
<b>Gross Administrative Expenses as Percentage of Total Revenue</b>	<b>12.51%</b>

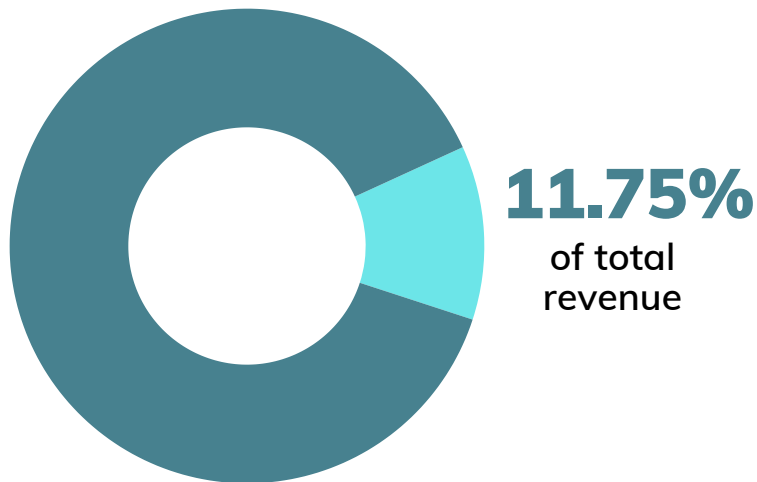
For more information, please see our [2024 Annual Audited Financial Statements](#)

## FY24 Revenue by Source





## Management & General Expenses



### M&G Expenses

\$8,347,112  
(11.75% of total revenue)

### Total Expenses

\$68,348,283

### Total Revenue

\$71,062,405

## Fund Balance

Fund balance represents operating reserves set aside to sustain operations through unforeseen economic challenges. Reserves are utilized to maintain financial solvency and mitigate risks that may impact the organization's bottom line and the ability to support operations. The fund balance reserves equate to the number of months that DP could operate without additional incoming revenue from the various funding sources. These funds provide the people we support with financial security and peace of mind that our company can sustain itself through challenging times.

At the end of FY24, **a total of \$4.6M was added to our total undesignated fund balance.** Our board of directors, finance committee, and senior leadership will continue monitoring our fund balance.

As approved by our board, we may appropriate fund balance monies for new strategic opportunities that improve outcomes supporting the vision and mission of the organization.

For example, we used reserve funds for the past several years through the Community Engagement Initiative (CEI), which uses board-designated funds to support local funding, such as provider grants to increase quality and coverage in our catchment area.

**During FY24, the Community Engagement department received an additional \$2.9M<sup>[9]</sup> of the fund balance to directly impact individuals, providers, and the community.**

[9] For provider grant programming, \$218K of the \$2.9M was FY23 grants recognized in FY24 per accounting rules.

In FY24, those CEI board-designated funds supported thousands of individuals and families across our catchment area through direct spend and staff infrastructure.



In partnership with the Board Mill Levy/Fund Balance Committee, the Community Engagement department is developing a long-term strategy to utilize our funding to best support the needs of individuals with disabilities and provider agencies while ensuring our reserves remain at the recommended balance.

# CHALLENGES & OPPORTUNITIES

Every year presents challenges in supporting and serving the needs of individuals with disabilities and their families--both locally and statewide. Last year was particularly fraught as we worked alongside local community partners and state and federal organizations to address a confluence of circumstances that disrupted support for individuals and families across the state. While we made substantial headway on multiple fronts thanks to the incredible support of the board, our staff, and the community, there is still more to do to stabilize disability support across Colorado.

**In June 2024, we commemorated our 60th anniversary by celebrating and connecting more deeply with the community throughout the year. This landmark occasion brought excitement, challenges, and opportunities, which we embraced throughout the year.**



## Case Management Redesign (CMRD)

**After applying for and winning the bid to become the Case Management Agency for region 5 (Arapahoe, Douglas, and Elbert counties), we fully transitioned supports in November 2023. By June 2024, all CMA transitions across the state were completed.**

CMRD work touched almost every aspect of our long-term care (LTC) programming, from hiring and training practices to daily delivery of case management services and measuring quality. DP leadership regularly participated in crucial conversations on operationalizing these changes to help ensure limited disruptions to families. With this change, DP went from serving 12,000 members a year in FY23 LTC programming to over 17,000 in FY24. Please visit our dedicated [CMRD webpage](#) for more info.



## Recruiting & Retaining Staff

To support CMRD outcomes, we followed an innovative recruitment strategy to fill open roles across the agency. We leveraged technology, communication strategies, an enticing employee value proposition, and incentivized current employee referrals. These efforts maximized our recruiting team's ability to attract a diverse pool of qualified talent to our organization. We grew from a staff of 275 to over 500.

While DP has an ongoing emphasis on comprehensive retention strategies focused on employee engagement, total rewards, and professional development, turnover continues to be a challenge in the human service sector. We are committed to building a foundation of experienced, committed staff invested in making a meaningful impact on the lives of those we serve and are working closely with state partners to advocate for changes that will better support staffing stability now and into the future.



## Continuing Systems Change

The disability system in Colorado continues to evolve, and the pace of change continues to be demanding. From working to ensure equitable access to benefits and supports to navigating complex processes across multiple intersecting systems, to improving critical technology supports, to ensuring system stabilization, Colorado is tackling a huge array of issues across multiple statewide programs. DP is dedicated to advocating for the right solutions to repair and strengthen Colorado's incredible disability system and ensure people get the services they need to live their best lives.



## Early Childhood Services

Since the COVID-19 pandemic, Early Intervention services have faced a significant shortage of providers across all disciplines, including Occupational Therapy, Physical Therapy, Speech Therapy, and Early Childhood Special Educators. Unfortunately, this shortage has persisted nationwide, hindering our ability to provide timely services to children and families. However, the Colorado Department of Early Childhood (CDEC) continues to strive to improve provider rates and availability through historic, state-approved workforce investments.

# CONCLUSION

## FY24 Summary

Developmental Pathways remains deeply committed to the disability community and is honored to have supported thousands of individuals and families this past year. Since 1964, we have been committed to protecting and assisting individuals with disabilities with person-centered supports and strengthening our community through advocacy, education, and outreach. Looking ahead to Fiscal Year 2025, it will be a year of stabilization and celebration.

This past year, change management remained a key theme as the Early Intervention and long-term care systems experienced significant statewide shifts. In partnership with our state and local community leaders and our exceptional provider network, our staff worked tirelessly to maintain high-quality services and address our top strategic priorities, which continue to be:

- Stabilizing and aligning disability supports in Arapahoe, Douglas, and Elbert counties.
- Advocating for provider and case management agency sustainability across the state.
- Ensuring continuity of care for individuals and families across all programming.
- Driving compliance, quality, simplicity, stability, and accountability outcomes.
- Steadying financials and rebuilding fund balance to protect EI and home and community-based supports for our community.
- Tackling invisible waitlists as a system by addressing labor shortages and advocating for rate increases.

*Members of Developmental Pathways' Board of Directors*



**We thank you for  
your continued  
support in our efforts  
to help individuals  
with disabilities.**

## **Contact**

### **Developmental Pathways**

14280 E. Jewell Ave., Suite A, Aurora, CO 80012

P: 303-360-6600 / E: [info@dpcolo.org](mailto:info@dpcolo.org)

[www.dpcolo.org](http://www.dpcolo.org)



FY2024

# MILL LEVY REPORT

[dpcolo.org](http://dpcolo.org)  
303-360-6600



# TABLE OF CONTENTS



<b>1</b>	Explanation of Report
<b>2</b>	Mill Levy Background
<b>3</b>	Our Mill Levy Community
<b>4</b>	Funding & Expenditures
<b>20</b>	Fund Balance
<b>21</b>	The Future of Mill Levy



# EXPLANATION OF REPORT

This report summarizes the programs and impact supported by \$22 million of Mill Levy from Arapahoe and Douglas Counties for the Fiscal Year 2024 (7/1/2023 - 6/30/2024).

This report includes wins and outcomes of our local funding sources as we use a variety of local funds to support most local programming. However, Mill Levy covers the largest portion of these critical community supports.

This report presents the main areas of local programming spend and highlights county-specific data. For more information on our agency, programs, and other general information, please refer to our Annual Report for complete agency data and program information.

*Made Possible By You*

**2024 marked the 22nd anniversary of receiving Mill Levy funds from Arapahoe and Douglas Counties and about seven years of support from partners in Adams County.**

We are grateful to Arapahoe, Douglas, and Adams Counties<sup>[1]</sup> for entrusting us with their tax dollars to further serve, support, and assist people with intellectual and developmental disabilities and delays (I/DD).

*THANK YOU!*

[1]FY24 was the last year of support from Adams County partners due to CMRD and changes in Case Management Agency (CMA) regions.

# MILL LEVY BACKGROUND

In 2001, voters in both Arapahoe and Douglas counties overwhelmingly passed a one-mill property tax dedicated to supporting individuals in their counties with developmental and intellectual disabilities and delays[2].

As the Community Centered Board (CCB) for these counties, Developmental Pathways (DP) uses Mill Levy funds to support crucial community programming for individuals with I/DD and their families in both Arapahoe and Douglas Counties.

## Mill Levy Priorities

The 2001 referendums were approved to support and stabilize the I/DD community in Arapahoe and Douglas Counties, including:

- Protecting and assisting people with I/DD and developmental delays
- Avoiding out-of-home placements
- Helping individuals with I/DD find and keep employment
- Providing daycare (supervision) and other services for seniors with I/DD
- Working with infants and toddlers to minimize the long-term impacts of developmental delays
- Reducing waitlists for services
- All with the goal of achieving those goals without expanding government (through partnering with the local Community Centered Board)



[2] Please see the Appendix Report for more detailed information on this ballot measure.

# OUR MILL LEVY COMMUNITY

In Fiscal Year 2024, we tallied over 25,000[3] instances of support to individuals and families through direct and indirect programming.

*This community is vibrant, creative, and dedicated.*

Every March, we focus on raising awareness for individuals diagnosed with Intellectual or Developmental Disabilities/Delays (I/DD) while celebrating the impact of the disability community during Developmental Disabilities (DD) Awareness Month.

March has nationally been recognized as DD Awareness Month since 1987 when President Ronald Reagan issued a public proclamation urging Americans to provide individuals with developmental disabilities “the encouragement and opportunities they need to lead productive lives and to achieve their full potential.”

Every year, we collaborate with community partners to highlight the abilities and talents of people with I/DDs. In 2024, we teamed up with [Access Gallery](#) to create a campaign and event called **Awaken Your Senses**. Per this theme, on March 23, we hosted a sensory festival at the Douglas County School District Legacy Campus. The event allowed individuals and families to experience an accessible multi-sensory adventure featuring more than 20 exhibitors. It attracted 150-200 attendees, who engaged their senses through activities focused on taste, exploration, connection, and creativity.

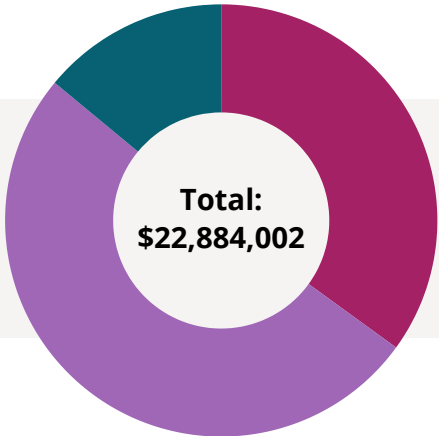


[3] Number served in agency versus number served through Mill Levy will not match as we use non- county dollars to support people in Elbert and other counties. Totals also include duplicated supports across multiple programs.

# FUNDING & EXPENDITURES

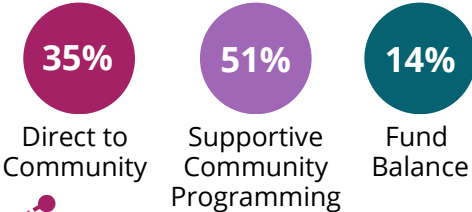
## \$22.9 Million Total Mill Levy Received

### Summary



### Total Mill Levy Received by County

- Arapahoe County:** \$14.6M (64%)
- Douglas County:** \$7.8M (35%)
- Adams County:** \$455K (1%) [4]



### Spending Details

The next section of the report reviews the Direct to Community and Supportive Community Programming spending details.

#### • Direct to Community | \$8.1M

- Includes:
- Stability Programming
  - Provider Programming
  - Community Outreach Waitlist Services Program
  - Unmet & Under-met Needs
  - Scholarship Programming

#### • Supportive Community Programming | \$11.6M

- Includes:
- Wrap-around Care Coordination
  - Special Teams
  - Events & Training

[4] Funds received for Adams County residents are not from a Mill Levy, but a grant from North Metro Community Services to support I/DD services provided by DP in the portion of Adams County in the City of Aurora

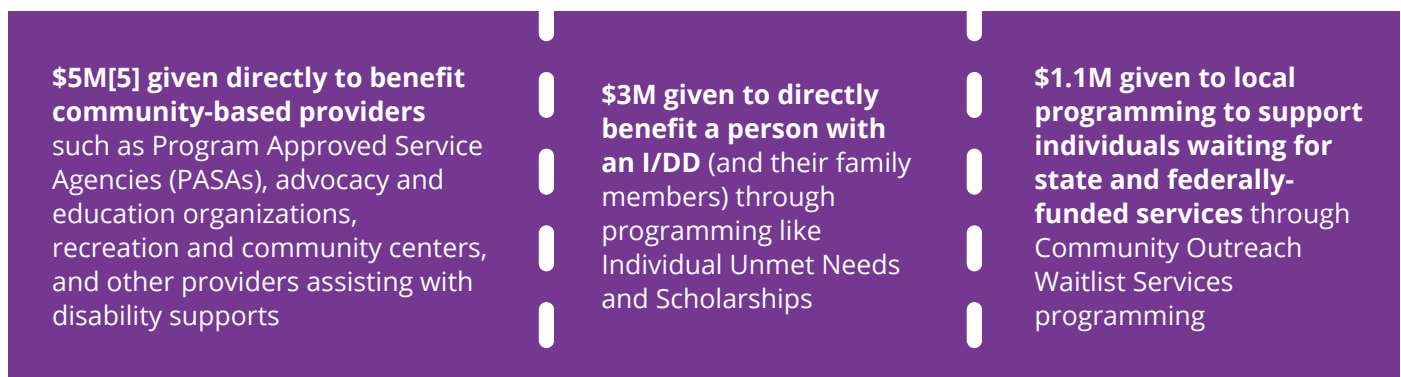
## Direct to Community / Direct I/DD Local Programming \$8.1M

Direct local programming supports individuals with I/DD. It helps build a more inclusive community while supporting and strengthening community agencies to help protect and assist individuals and their families in leading healthy, safe, person-centered, and integrated lives.

In FY24, DP augmented existing community supports using funds from our savings (fund balance) to address community needs through provider grants and other programming, **adding more than \$2.9M to the \$8.1M, making the total annual investment in Direct Local Programming more than \$11M including staff expenses to run the programs.**

DP spent funds locally to benefit people with I/DD across our catchment area.

### Programming Includes



### In Action, This Looks Like



**Service Stability | \$4.4M**

- 121 Sponsorships
- 47 Stability Grants



**Scholarships | \$597K**

2,600 people participated<sup>[6]</sup>



**Unmet Needs | \$2.49M**

2,574 unmet needs requests approved



**Community Outreach Waitlist Services | \$1.1M**

- Care coordination for nearly 3,186 people
- Bi-weekly list of resources and scholarships

<sup>[5]</sup>This funding includes Mill Levy and Board Designated funds. Of the stability funds awarded, \$218K was distributed to providers in FY23 but will be recognized in FY24 expenses.

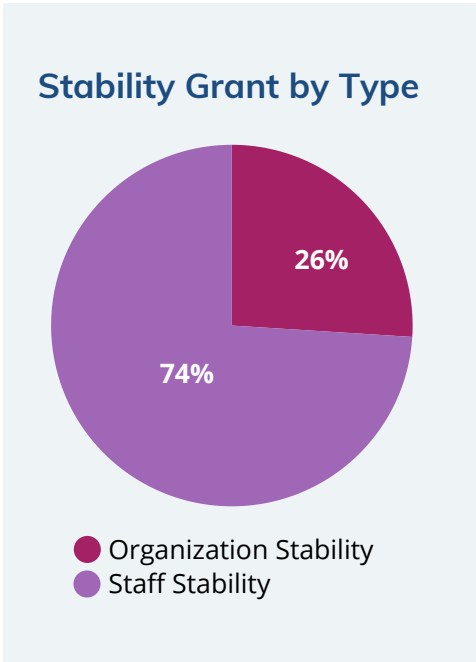
<sup>[6]</sup>Numbers supported are duplicated in any instance where an individual or family was supported by more than one scholarship

# Service Stability Programming

## \$4.4M Stability Grants & Mill Levy Contracts + \$240K Sponsorships



As directed by the original Mill Levy referendums, a portion of the annual Mill Levy is used to support our community's essential I/DD needs. In FY24, we worked with multiple local providers to ensure the continuous delivery of supports. We also worked to diversify the impact of these dollars in ensuring service stability.[7]



Mill Levy Contract Provider	Funding Reason
Autism Community Store	Community and Bilingual Resources
Continuum of Colorado	Residential and Other Programming
Cottonwood	Residential
El Grupo Vida	Diversity, Equity, Inclusion, Accessibility (DEIA) Programming
Parker Personal Care Homes	Capacity-building
Wellspring	Residential and Transportation Supports

Provider grants and sponsorships are available to community organizations and Program Approved Service Agencies (PASAs) and are intended to increase capacity and improve support outcomes.

**121** Sponsorships + **47** Stability Grants = **12,468** People Supported [8]

[7] A Mill Levy contract is used between DP and identified service providers to address specific services that will meet the needs of people with disabilities and provide service stability.

[8] 12,600+ people includes duplicate individuals who may get services from more than one grantee agency. Sponsorships and Innovation Grants used board-designated funds, and Stability payments were from Mill Levy Funds.

## Top 10 Funding Recipients (alphabetical) of 185 Community Recipients

- Adams Camp
- Continuum of Colorado
- Cottonwood Community Alternatives
- El Grupo Vida
- Heart of Gold Home Care
- Integrated Life Choices
- Parker Personal Care Homes
- SafeSplash
- Wayfinder
- Wellspring Community

A full list of funding recipients and the type of funds received are available upon request - [contact us](#).

## Grant Recipients Shared How They Used Funds in the Community

### Tall Tales Coffee Company

With the purchase of the new espresso machine funded by the grant, Tall Tales Coffee Company took a critical step towards expanding the capacity and reach of its program. They have been better able to provide vocational training opportunities for adults with intellectual and developmental disabilities, enabling them to develop valuable skills and achieve greater self-sufficiency in their roles.



*"The grant from Developmental Pathways has made a significant impact on our employment and vocational training program. It has allowed us to expand our program and increase the employment hours offered to individuals with I/DD who truly deserve this opportunity!"*  
 Emma Benner, Program Manager

**“**“We are deeply thankful for the generous grant we received, which has greatly expanded the reach and effectiveness of our program. With this support, we've been able to improve our services, extend our outreach, and positively affect more lives in our community. This funding serves not only as an investment in our organization but also as a driving force for lasting change and empowerment for those we serve. We eagerly anticipate the continued benefits of your support.” - Emelda Chika Durueke, CEO **”**

### Heart of Gold Home Care

Heart of Gold Home Care received a \$62K grant to partially fund a new Personal Care Alternative (PCA) and support the initial staffing of the residence. By hiring two Certified Nursing Assistants (CNAs) to provide around-the-clock coverage at the facility, Heart of Gold Home Care increased employment and expanded its client base, which helped to reduce wait times for people in the DP catchment area.

### Developmental FX (DFX)

With \$17K in awarded grant funding, Developmental FX (DFX) could hire and onboard two Occupational Therapists (OT) and one Speech Language Pathologist (SLP); this funding resulted in an increase of 29 additional participants in the DP catchment area and allowed DFX to move these children from their waitlist and into active care.

# DEVELOPMENTAL FX

therapy that fits.

*"This support from Developmental Pathways was instrumental in helping us welcome 29 new clients into care, and we anticipate that the number of children from the DP catchment will continue to increase this year. Thank you!"*  
- Susan Kramer – Director of Development & Communications

### Integrated Life Choices (ILC)



Integrated Life Choices (ILC) opened a new vocational site and day program in Castle Rock, supported by grant funding from DP, aimed at delivering essential community services for individuals with I/DD. This location offers community activities, skill development and enrichment programs, and transportation services for surrounding areas. Additionally, they have plans to incorporate job training and supported employment opportunities.



*"Thank you! Centennial has needed another provider desperately. We had been transporting individuals from Castle Rock Centennial Day Program, but it is so nice to be able to provide these services in their own community! We have seven more individuals coming in and are getting consistent requests for these services in Castle Rock. Without Douglas County and Developmental Pathways help we could not have done this. I am also a resident in Castle Rock, so it really made it special that we have county folks invested in the people we support who reside in Douglas County!"*  
- Shanda McClaren, Director of Colorado Services



## Sponsorships Support Organizations as Needs Arise Throughout the Year

**Common sponsorships include fundraising events, community events, and educational training.**

### KIEVA Speech Therapy

DP sponsored an Inclusive Family Fun Day, an event without barriers. This day celebrated all forms of play, embracing assistive technology and accommodations of all kinds as a natural part of the experience. Families and children had the opportunity to engage with true peers who share similar life journeys, fostering safe connections with others through activities that everyone enjoyed.

*“Thank you. Change for inclusion starts with community, and so your participation means the world.”*  
 - Kieva D’Angelo



### Community Aquatics n' Occupational Engagement (CANOE)

With the DP sponsorship for adaptive program equipment, Community Aquatics n' Occupational Engagement (CANOE) served 50 individuals in the DP catchment at their Summer Swim Day. They used adaptive equipment so that all individuals could access the pool. The equipment provided was very popular at the swim event and will be used for parents' training programs and one-on-one clients.



“It was a wonderful event, and we can’t wait to continue to use the equipment for parent training and other programs. So far, it’s been very popular and helpful with overall swimming development and therapy development in the water. It’s really making a difference for our agency.” - Submitted by Holly Ross

**All-Stars Club: Starry Night Prom**

“The All-Stars Club welcomed 122 guests with developmental disabilities for a royal, red-carpet Starry Night Prom on Friday, March 15, at Valor Christian High School in Highlands Ranch. Our guests were crowned as kings & queens by Miss Colorado and treated to a formal dinner, rolled ice cream, dancing, three karaoke rooms, a beauty room, a carnival, and so much more! With over 300 volunteers serving, this prom was truly unforgettable.” - Submitted by Scott Russomanno



# Unmet Needs

\$2.49M



Individuals with disabilities often have increased living costs due to expenses to support their day-to-day needs. From extra medical interventions to therapies to home and vehicle adaptations to assistive technology supports, these additional costs can burden individuals and families.

DP is proud to offer unmet and under-met needs programming, supported by various funding sources, to help cover these expenses.

- **Getting help connecting to the I/DD system** (testing, pre-enrollment supports, etc.)
- **Supporting greater independence and/or integration** in the home or the community
- **Health, safety, and medical** needs not otherwise met
- **Helping to avoid out-of-home placements** and/or institutional placements
- **Professional services** to address health, safety, medical, or behavior needs not otherwise met
- **Supervision and respite** to ensure health, safety, and placement stability

**3,130**  
Unmet Needs Requests

**94%**  
satisfied or very satisfied

**Our FY24 Unmet Needs satisfaction survey showed that 94% of respondents reported being either satisfied or very satisfied with receiving Local Funding through the Unmet Needs Program.**

**93% of survey respondents reported being either satisfied or very satisfied with their experience working with their assigned case manager/coordinator through the funding request process.**



*“The Unmet Needs program allowed our son to participate in group therapy to assist with social and life skills, which he was really struggling with as a young teenager on the spectrum. Most recently, Unmet Needs has helped fund therapeutic recreation equipment, which will give our son access to activities otherwise out of reach. I expect his quality of life to increase and his health to improve as he participates in recreation, gets some exercise, and takes part in activities with family and friends.”*

- Grateful Parent

## In Action, Funding Unmet Needs Looks Like



**Emergency placement and respite** supports for people in transition with housing or at risk of homelessness



**Social and recreational services** which help support community integration and allow individuals to live fuller, more connected lives



**Vehicle modification** to allow a family to include their child in their family and community activities



**Medical needs** related to the disability but not covered through other funding sources (prescriptions, co-pays, dental needs, etc.)



**Supported employment job coaching** to help someone learn a new job skill and manage coworker relationships while waiting to enroll in a waiver

"I need to walk, but I have an uneven gait, so it is hard to walk on uneven surfaces. Because of various medical issues I can't really go out for walks by myself. Unmet Needs helped me get a treadmill. I use it daily and have lost weight. It also helps when I'm stressed and improves my stamina and general health."

- Anonymous (Likely Adult Member in Services)

"We got our accessible models covered for our transit van for both our boys in wheelchairs and cannot thank this program enough for that! Game changer and we are SO incredibly thankful!"

- Parent Response Unmet Needs Survey

"We are so grateful for this program. The funding makes a huge impact on our family as we navigate the challenges of raising a special needs child."

- Parent Response Unmet Needs Survey

"Our son was born at 29 weeks. Through Early Intervention, we were connected to a wonderful case manager who worked closely with us. She identified Unmet Needs as a resource to help financially support enrolling our son in outside activities that assisted with his development."

- Parent Response Unmet Needs Survey

### *Received Unmet Needs (CO WL Program)*

Oliver, an active five-year-old diagnosed with autism, loves exploring with his family. When they introduced him to hiking, they found that regular hiking carriers didn't meet his needs. Thanks to funding from DP, they were able to get Oliver a specially designed hiking carrier that ensures his safety and comfort on their outdoor adventures. Now, their family can enjoy inclusive outdoor activities together, making memories that would have otherwise been out of reach!



Meet Oliver



## Scholarships

\$597K

Scholarships are a way to connect individuals with I/DD directly to community providers for identified services. DP builds relationships with providers who serve multiple individuals and creates a process for direct billing that allows DP families to participate in the service at no cost or a significantly reduced rate.

**2,600+**  
individuals<sup>[9]</sup> received  
scholarships in FY24

Our local funding scholarships survey showed nearly **98% of respondents were satisfied or very satisfied with their scholarship approval process experience.** All programs at DP had scholarship recipients, from Early Intervention, Community Outreach Waitlist Program, and Case Management.

### Aurora Therapeutic Rec ARISE

"Through DP scholarships attendees were able to participate throughout the year in a variety of programs they otherwise don't have access to through their home situation. Programs included Adaptive Martial Arts, Summer Mini Camp, FAB Fridays, Fitness classes, Young Athletes in Training, Special Olympics Sports, Talent Show, Adaptive Triathlon, Excursions, and Adaptive Cooking. Participants were able to maintain a healthy routine and schedule, which allowed them to successfully reach their goals across all domains (social, cognitive, physical, and affective). The ability to have consistency with attendance through accessing DP funds proves to contribute to success with expansion and enhancement of new and established skills."

- Submitted by Brea Landon

*"This funding has allowed my son to participate in more activities we otherwise would not be able to afford. This program has been so good for my son; before he would sit in his chair all day, which led to medical complications. He's now motivated to get up and be active with his friends."*

*-Parent of ARISE Scholarship Recipient*



[9] Numbers supported are duplicated in any instance where an individual or family was supported by more than one scholarship supported by more than one scholarship.



## The Sensory Club

*“This locally owned sensory gym set out in 2021 to be accessible for all IDD families and communities. They have now served over 300 Developmental Pathways families. With the help of a new scholarship opportunity this year, many families were able to discover this unique resource and try out the facilities to ensure it is a good fit. Since starting the scholarship last spring, 67 families served by DP were able to utilize the Sensory Club for adaptive-therapeutic recreation, connect with other families, meet their therapist for free, and enjoy free community events with their membership. The scholarship has truly contributed to our sustainability as a special needs small business and has propelled us to spread this vital resource throughout DP communities.”*

*- Submitted by Christeen Leal*

## Affinity Ranch

*“Through Developmental Pathways scholarships, 37 individuals participated in scholarships in the past year. These clients would have been unable to participate in this service without the support of Developmental Pathways. We say confidence, independence, self-regulation, social skills, and communication increase for our clients throughout the year. Many of our clients gained physical strength, balance, as well as new skills in following multi-step directions. Our clients built emotional connections with their equine partners, volunteers, and instructors. Dan and Lexie have two daughters that ride in our adaptive riding program. They say, “Our daughters, Reilly and Kinley, love coming to Affinity Ranch. They enjoy it so much, they don’t realize they are working hard strengthening their leg and core muscles. The wonderful staff and volunteers have been a blessing to our family.” Both Kinley and Reilly are DP scholarship recipients.”*

*- Submitted by Shannon Forslund*



## Community Outreach Waitlist (CO WL) Services Program

\$1.1M

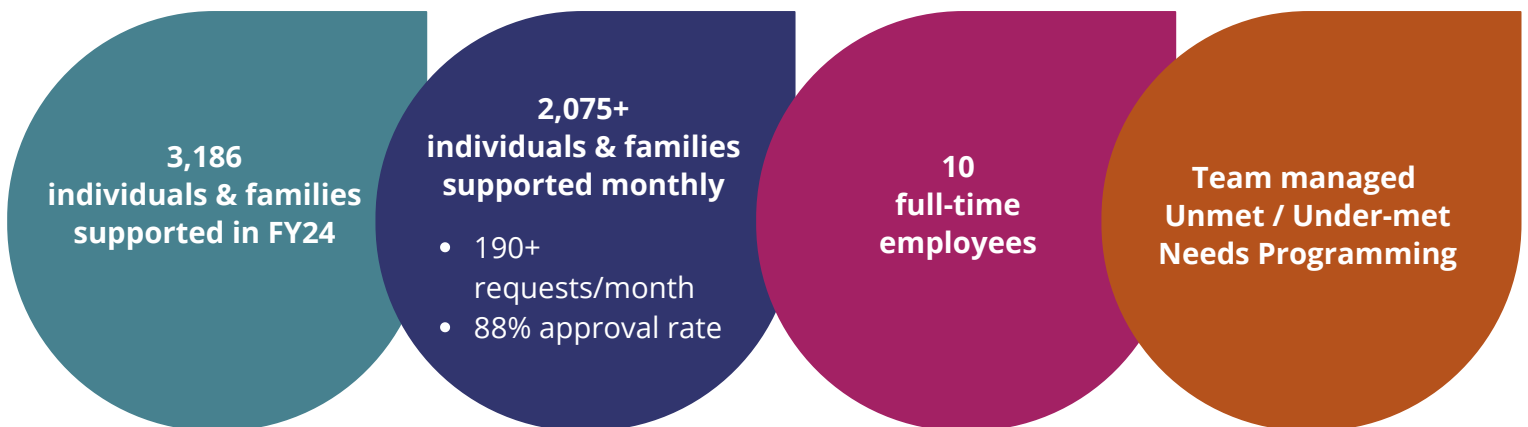


Thanks to our county partners, active Mill Levy funding entirely finances 100% of this I/DD locally funded program. Without Mill Levy, these families would have no way of accessing these gap supports while waiting for other more robust supports. The Community Outreach Waitlist Services Program supports individuals of all ages waiting for state or federally funded services.

### Coordinators

- Help families of children who recently exited the Early Intervention program with ongoing delay needs.
- Assist families in accessing funding for specific unmet or under-met needs.
- Provide referrals to community resources.

Visit our [CO WL webpage](#) to learn more.



### The parent of a child in the Community Outreach Waitlist Services Program shared:



*“Our Coordinator is fantastic! I can't say enough good things about her. She is helpful, knowledgeable, efficient, and on top of everything. We feel so grateful for all of the support of this program and from our Coordinator. Thank you!”*

# Supportive Community Programming

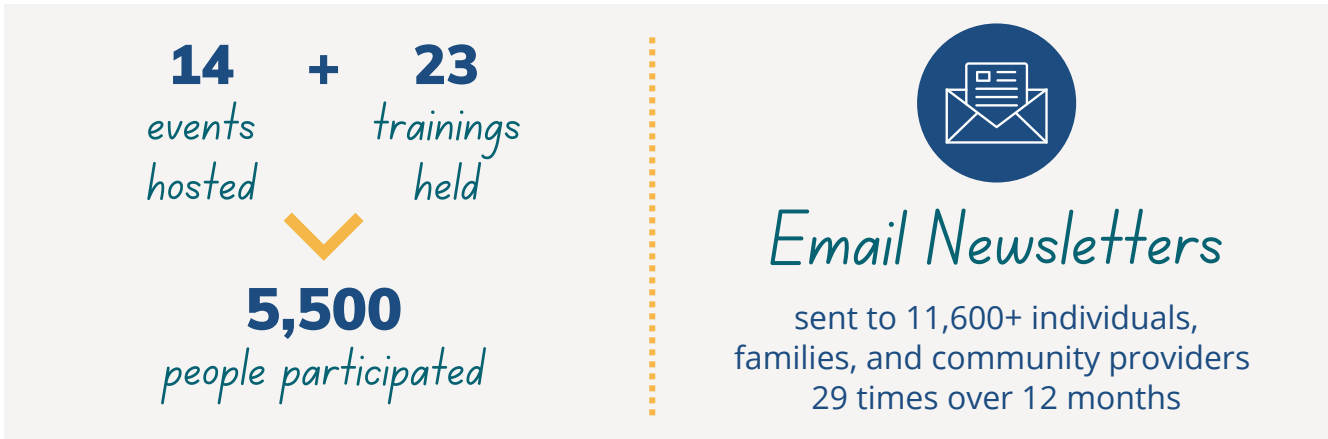
\$11.7M

For this fiscal year, this is the largest segment of Mill Levy-funded activities.

## Community Activities

\$129K [10]

Activities include parent/caregiver training, early childhood educator training, community presentations, and events to support and engage individuals, families, and providers. Community activities provide opportunities for people to connect, build relationships, participate, and learn.



## Wrap-around Care Coordination

\$11.6M

While our contracts with the State of Colorado cover much of the expenses related to primary case management and service coordination functions required, DP and our county partners invest Mill Levy funding in wrap-around care coordination.

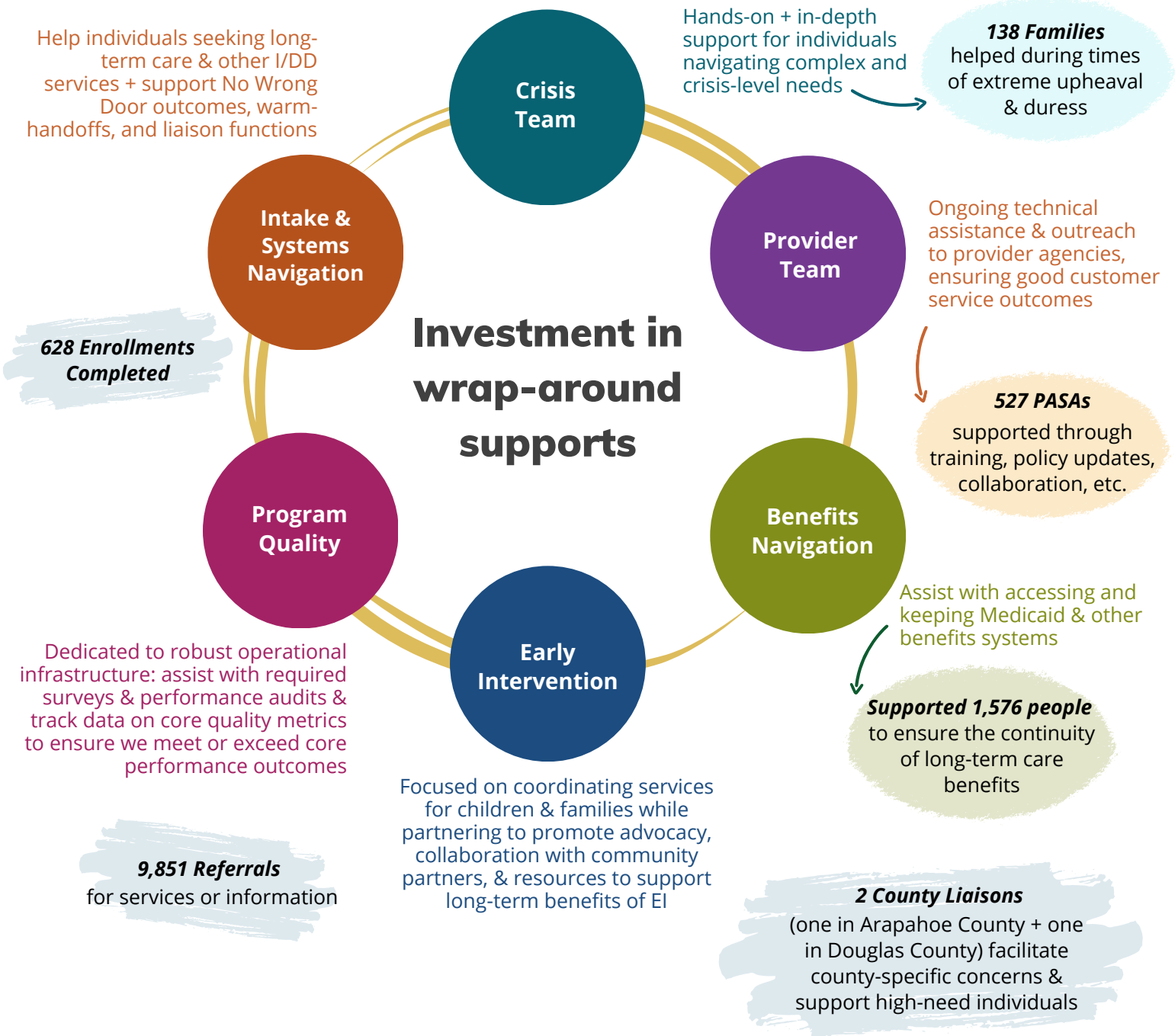
This funding is key to building a solid foundation for a lifespan of supports for individuals and families. It is also critical to help case managers and service coordinators navigate issues peripheral to the core requirements outlined in state contracts but integral to quality long-term care supports. Staff members regularly assist individuals and families in accessing local Mill Levy-funded resources, including unmet needs, wrap-around services, scholarships, and other aids.

Core Contracts	Wrap-around Care
<ul style="list-style-type: none"> <li>• Basic intake/referral</li> <li>• Needs assessment</li> <li>• Service planning</li> <li>• Service monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Community connections and partnerships with integral disability partners</li> <li>• Systems information and resources (how-to guides, etc.)</li> <li>• Community education, outreach, training</li> <li>• Continuous quality improvement</li> <li>• Special teams</li> </ul>

[10] Impact and spend numbers include all funding sources.



Wrap-around care coordination in action looks like intentionally staffing teams with people dedicated to helping our community traverse the complicated world of disability services. Our teams play a critical role in ensuring that people with I/DD and their families receive quality care in the most seamless way possible.

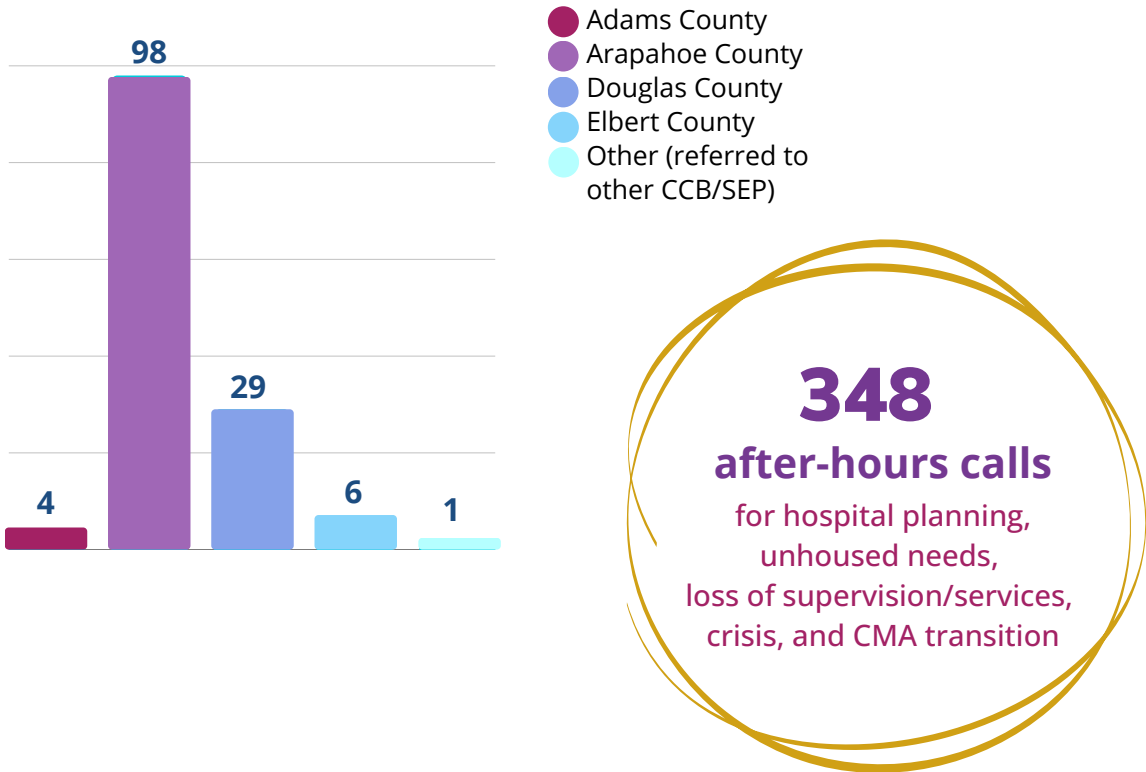


## Crises and Emergency Supports

The health, safety, and welfare of individuals in service are a priority. Crisis situations include when individuals are putting themselves or others in danger, the loss or incapacitation of the primary caregiver, and other urgent, unstable situations that risk long-term placement. Critical incidents include tracking and reporting required events such as hospitalizations, medication management issues, criminal justice involvement, and allegations of mistreatment, abuse, neglect, and exploitation (MANE).

The Adult Crisis Team supported 138 crises during FY24, providing resource and referral navigation, including 28 Emergency Enrollment Requests for higher-level of supervision, 15 Community Support Team referrals for HCBS-SLS and HCBS-DD, and four Regional Center/ICF Admission requests. We strive to ensure all members are connected to their local Regional Accountability Entity (RAE) and/or advocacy groups for continuity of care.

### Crisis Supports by County








The age range with the highest need for crisis support for individuals with I/DD was 22-29 years old. Notably, at age 21, members encounter major Medicaid benefit changes, such as the end of school transition programs and a reduction in Private Duty Nursing (PDN) skilled nursing hours (from 24 to 16 hours/day). These changes can lead to an increased need for stabilization support. Additionally, housing barriers, changes in supervision needs, behavioral/medical health crises, and/or caregiver decline are common causes of member disruption.

## Case Management Care Team (CMCT)

This team partners with the entire agency to ensure we meet individual needs and resolve issues quickly.

### FY24 Accomplishments

-  Facilitated 10,856 phone calls, with 8,167 of these calls resolved upon initial contact [11]
-  Received and responded to 3,577 emails
-  Operationalized adding Friday work hours and support during regular business hours
-  Aided in stabilization through completing monitoring activities and revisions, participating in IDT meetings, and addressing member concerns
-  Assisted with crises by providing resources and support and managed a high volume of after-hours calls Monday through Friday

### In Action

CMCT received a call from a member at the Medical Center of Aurora who refused to return to his current host home. A team member worked with the individual to secure a new residential placement through the emergency respite list and ensured that he was successfully discharged from the hospital and placed into the new residence.

CMCT received a call from the mother of a member who was struggling and was unsure of what was going on. The Senior Case Manager (SCM) was able to connect with the mother, to ensure that services would remain in place and that the providers would be paid in a timely manner. The member's mother was very grateful for the help that she received and was pleased to see how quick the turnaround on her request was. She personally requested that this particular SCM become her son's ongoing Case Manager because of the level of care and professionalism that was displayed during their interactions.

[11] CMCT numbers were high due to CMRD and the many challenges of the disability system .

# FUND BALANCE

## \$3.2 Million

At the end of FY24, a total of \$4.6M from all revenue sources (\$3.2M from Mill Levy) was added to our total undesignated fund balance. Our board of directors, its finance committee and its Mill Levy committee—along with our senior leadership team will continue monitoring our fund balance.

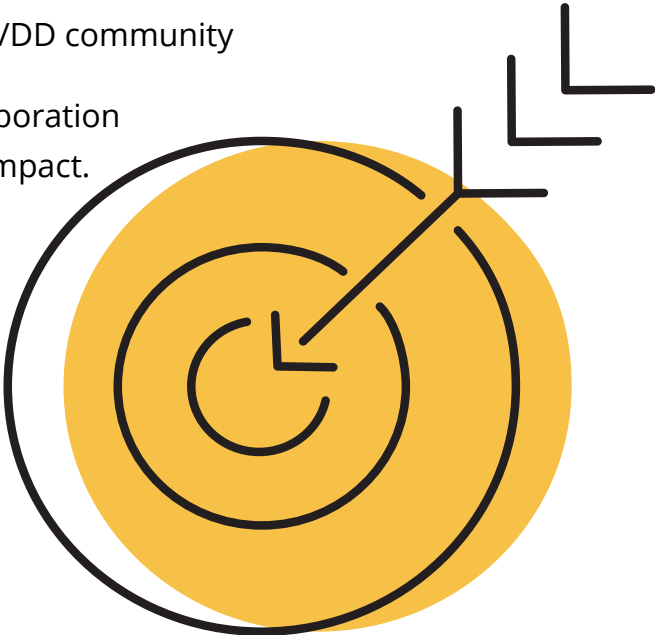
### Did you Know? DP has a Board Mill Levy Committee!

Formed in July 2020, DP’s Board of Directors has a dedicated Mill Levy Committee, which includes a County Commissioner from both Douglas and Arapahoe Counties. This team of board members provides targeted leadership on Mill Levy spending along with providing input on the best ways to utilize surplus fund balance to support our community.

Each year, this board committee works with the Community Engagement department to create, maintain, and monitor I/DD programming for our community. We are proud of both our stewardship and transparency and are grateful to the board of directors for their steadfast support of some of Colorado’s most vulnerable community members.

### Committee Goals

- To supplement and not supplant other funding sources
- Right-sizing and adjusting Mill Levy and fund balance spending strategies to meet identified county-specific needs.
- To meet the broad needs of a diverse I/DD community
- Identify and recommend funding collaboration opportunities for greater community impact.



# THE FUTURE OF MILL LEVY

## Looking Ahead

Since the initial discussions of Conflict Free Case Management (CFCM) and Case Management Redesign (CMRD) began, we've recognized a need to reevaluate how we provide services to people with I/DD, including how we use local funding. Now that we have the Case Management Agency contract, we continue to evaluate data and utilize surveys to determine what changes we need to make to ensure local funding programs support our new, eligible members with co-occurring I/DDs.

We are committed to the disability community and are excited about the future.

### Our goals are to:

- Safeguard the programming that works
- Refine programming to better meet the needs of our individuals and families in services, community partners, and government agencies
- Innovate with our community partners to fill system gaps



## FY24 Core Programming

- **Continued enhancement of our reporting**, including to our Mill Levy Committee of our board of directors, with the goals of continued transparency, clarity, and accountability
- **Refinement of provider grant and sponsorship programming** to support community provider organizations in meeting the needs of individuals and families across our catchment areas
- **Expansion of direct support programming**, including individual unmet/under-met needs allocations and core scholarship programming
- **Alignment of internal and external events and training** with the goals of uniting and streamlining operational resources and improving overall outcomes, including increased engagement, advocacy, inclusion, and long-term care acumen in our staff and community
- **Engage the I/DD community with a new Community Advisory Committee** to promote honest small-group dialogue about changes, successes, and systematic issues

**We thank you for  
your continued  
support in our efforts  
to help individuals  
with disabilities.**

## **Contact**

### **Developmental Pathways**

14280 E. Jewell Ave., Suite A, Aurora, CO 80012

P: 303-360-6600 / E: [info@dpcolo.org](mailto:info@dpcolo.org)

[www.dpcolo.org](http://www.dpcolo.org)



FY2024

# COUNTY REPORTING

[dpcolo.org](http://dpcolo.org)  
303-360-6600



# TABLE OF CONTENTS

1	Adams County
3	Arapahoe County
5	Douglas County
7	Elbert County



# ADAMS COUNTY



**\$455K**

Over the years, the support Developmental Pathways (DP) has provided to the individuals with I/DD residing in the portion of Aurora within Adams County has grown. By 2019, DP served about 17% of those enrolled in I/DD programming in that county. As a result, DP started to receive direct local funds to support these individuals. Adams County residents continued to access local programming through FY24 and have now transitioned to their new Case Management agency for FY25. This is the last year for Adams County local funding at DP. Arapahoe and Douglas County Mill Levy funds are not used to support Adams County residents.

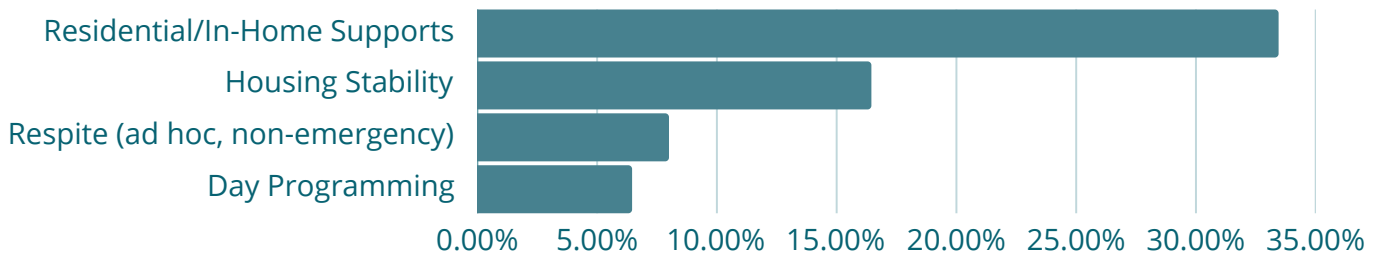
## Investment in I/DD Services

- **457 Total Individuals Served**
  - About \$992 per person
- **Top Programs Accessed**
  - Early Intervention
  - Community Outreach Waitlist
  - HCBS-DD

## Direct Local Programming Impact

### Top Areas of Unmet/Under-met Needs

Numbers as highest dollar amount of total requests approved



## Community Investment Highlights

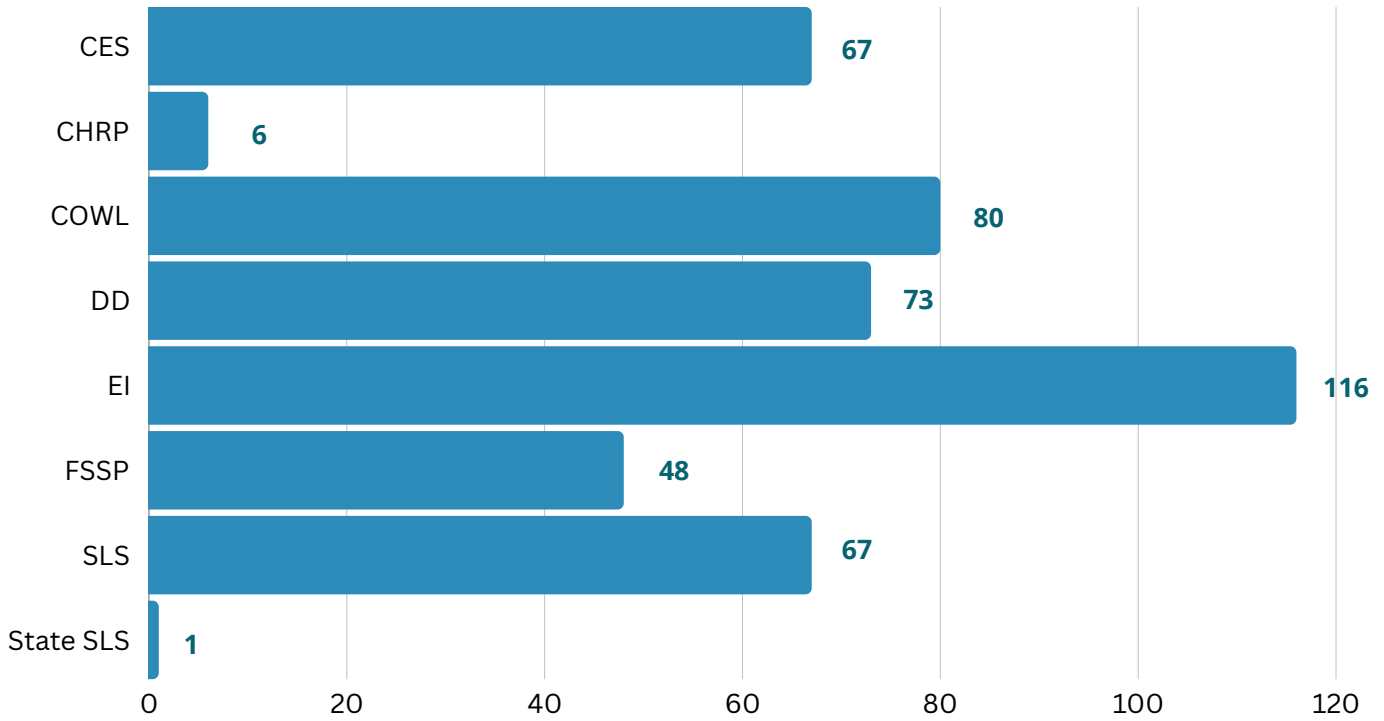
- \$267K in wrap-around service coordination and Mill Levy-funded roles
- \$107K in provider grant programming
- \$8K in provider sponsorships
- \$61K in support of individuals and families for unmet/under-met needs
- \$12K in scholarships to support in areas such as recreation, camps, therapy groups, etc.

## Community Wins

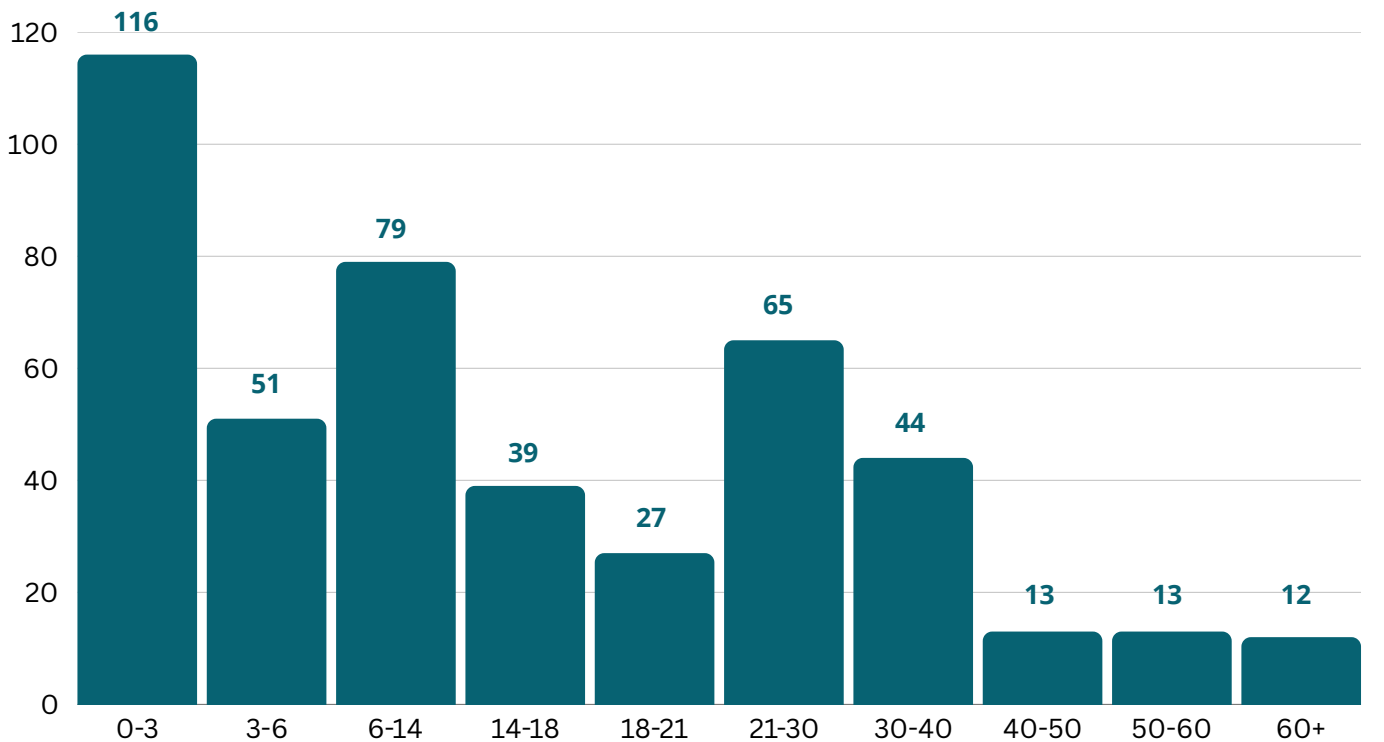
- 4 unstable and crisis situations supported by our Crisis team
- 58 individuals/families supported by our Benefits team to ensure continuity of long-term care benefits
- Grant funds for program innovation/expansion and stability/staff capacity

# Adams County Demographics

## Individuals Enrollment by Program | 457 Total Served



## Age of Individuals Enrolled



# ARAPAHOE COUNTY



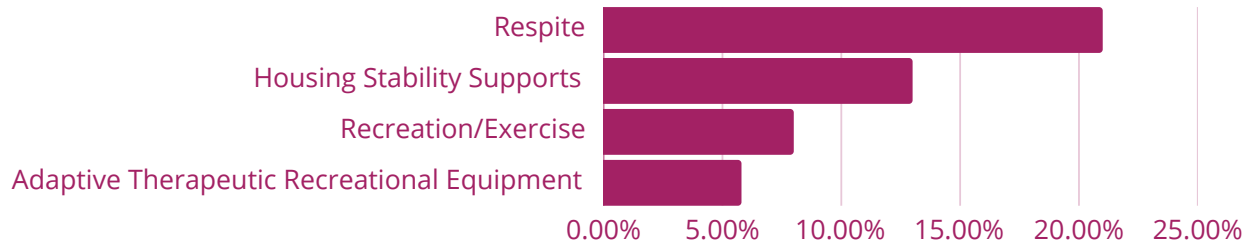
## Investment in I/DD Services

- **7,406 Total Individuals Served**
  - About \$1,970 per person[1]
- **Top Programs Accessed**
  - Early Intervention
  - Community Outreach Waitlist
  - HCBS-DD

## Direct Local Programming Impact

### Top Areas of Unmet/Under-met Needs

Numbers as highest dollar amount of total requests approved



## Community Investment Highlights

- \$7.3M in wrap-around service coordination and Mill Levy-funded roles
- \$3.2M in provider programming [2]
- \$1.4M in support of individuals and families for unmet/under-met needs
- \$331K in scholarships to support in areas such as recreation, camps, therapy groups, etc.

## Community Wins

- 280 enrollments into I/DD Waivers (144 children, 136 adults)
- 98 unstable and crisis situations supported by our Crisis team
- 1,134 individuals/families supported by our Benefits team to ensure continuity of long-term care benefits
- Grant funds for supported employment, staff capacity building, and program expansion.

## County Liaison

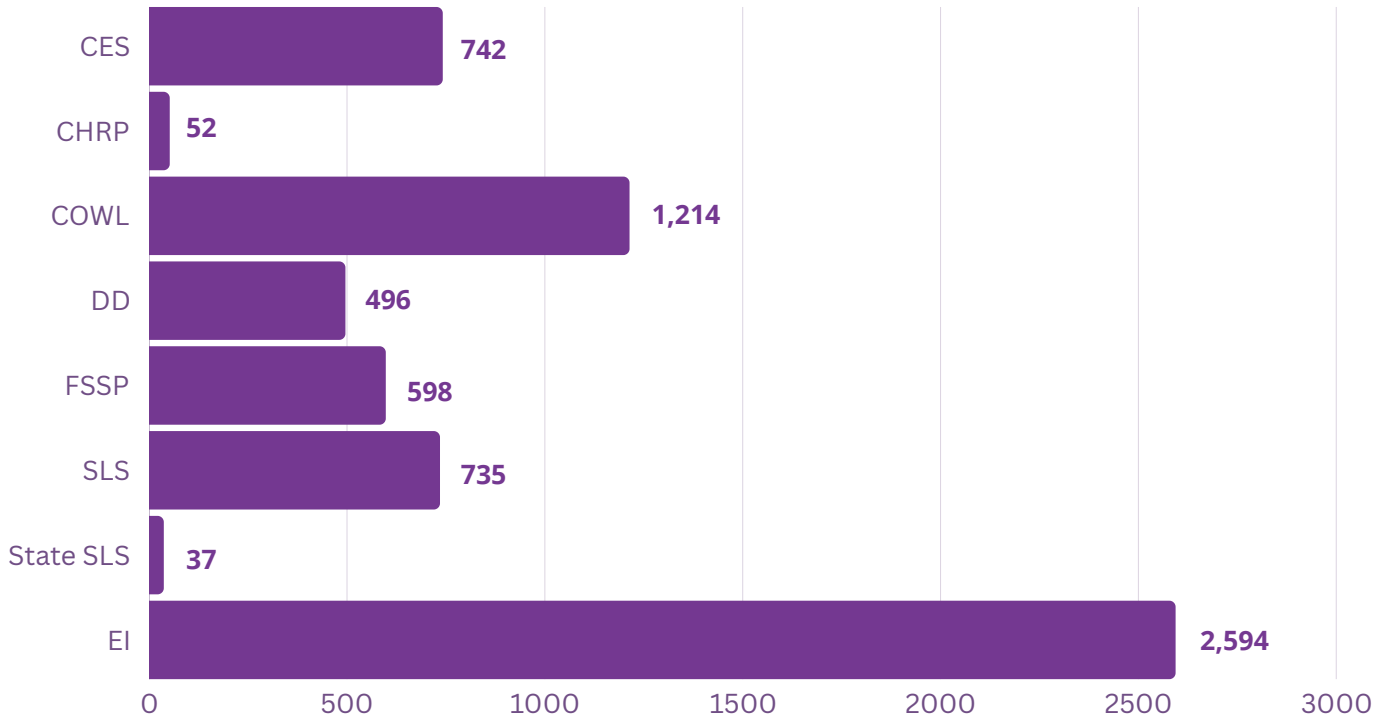
- Supported an average of 49 individuals each month (including individuals connected to and those newly referred to DP programs)
- Partnered with over 12 community organizations in the past year to offer presentations, meetings, resources, and individual supports
  - Partnerships strengthened or established this year include school districts, health department, Collaborative Foster Care Program, Buckley Airforce Base, and other community resource organizations
  - Additionally, established quarterly meetings with the Arapahoe County Department of Human Services (ACDHS) Team to continue the strong and long-standing relationship between DP and DHS.

[1] Calculation based on Mill Levy spend impacting county residents

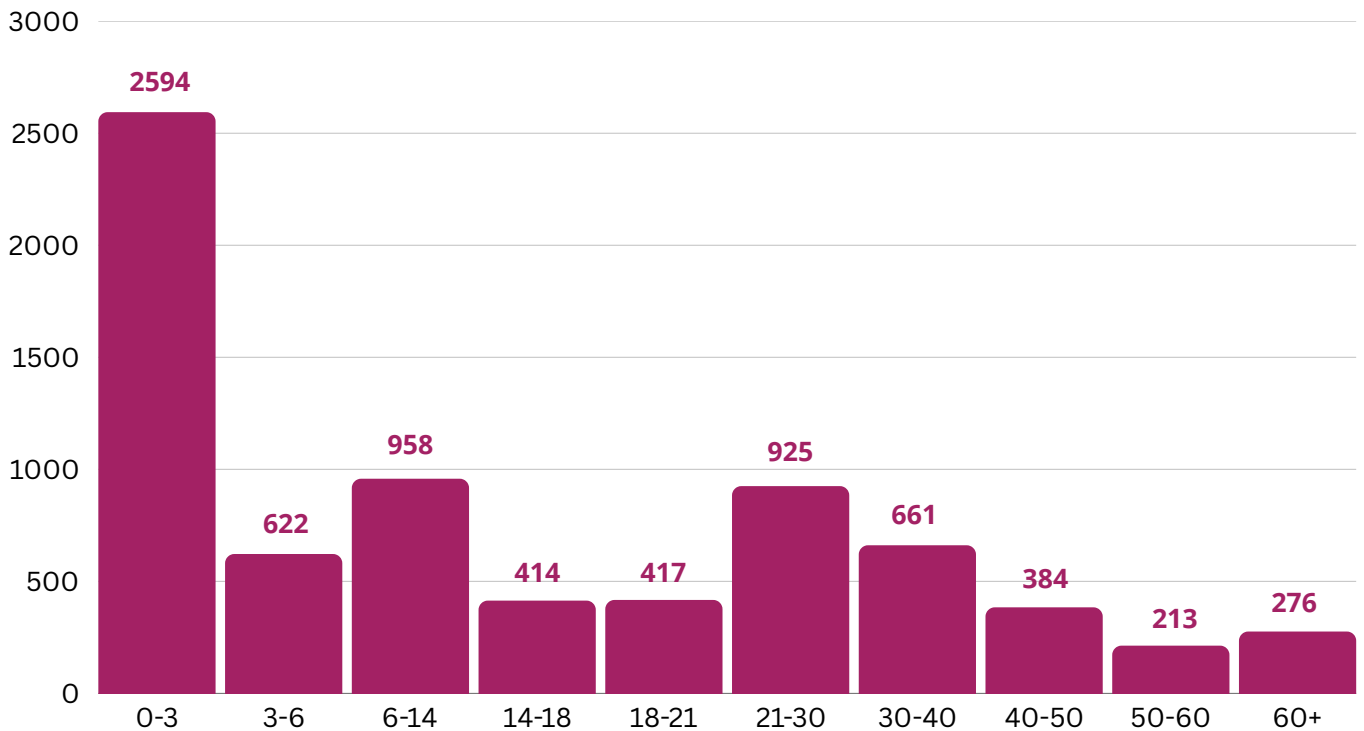
[2] Includes provider grants, sponsorships, community training, and events from Mill Levy and Board Designated Funds

# Arapahoe County Demographics

Individuals Enrollment by Program | 7,406 Total Served



Age of Individuals Enrolled



# DOUGLAS COUNTY



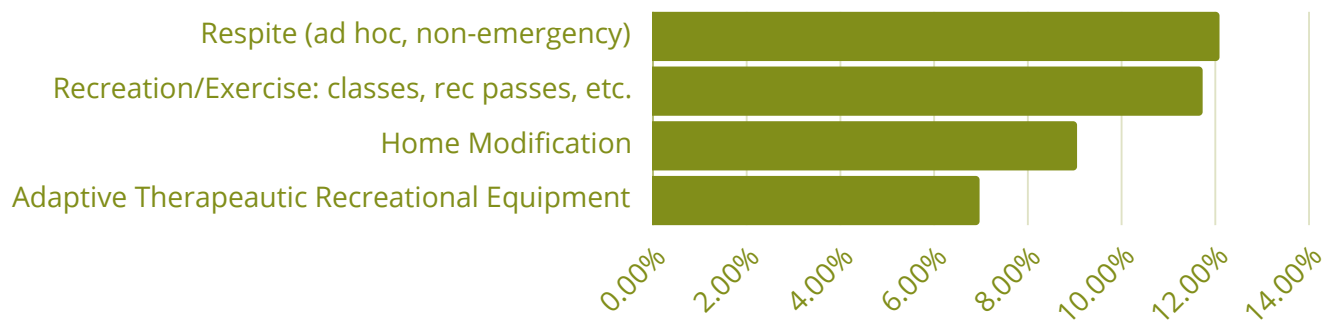
## Investment in I/DD Services

- **3,821 Total Individuals Served**
  - About \$2,050 per person[3]
- **Top Programs Accessed**
  - Early Intervention
  - Community Outreach Waitlist
  - CES

## Direct Local Programming Impact

### Top Areas of Unmet/Under-met Needs

Numbers as highest dollar amount of total requests approved



## Community Investment Highlights

- \$3.9M in wrap-around service coordination and Mill Levy-funded roles
- \$1.8M in provider programming [4]
- \$950K in support of individuals and families for unmet/under-met needs
- \$253K in scholarships to support recreation, camps, therapy groups, etc.

## Community Wins

- 147 enrollments into I/DD waivers (75 children, 72 adults)
- 305 individuals/families supported by our Benefits team to ensure continuity of long-term care benefits
- 29 unstable and crisis situations supported by our Crisis team
- Grant funds for staff retention/stability, Castle Rock Day Program, and residential/PCA supports

## County Liaison

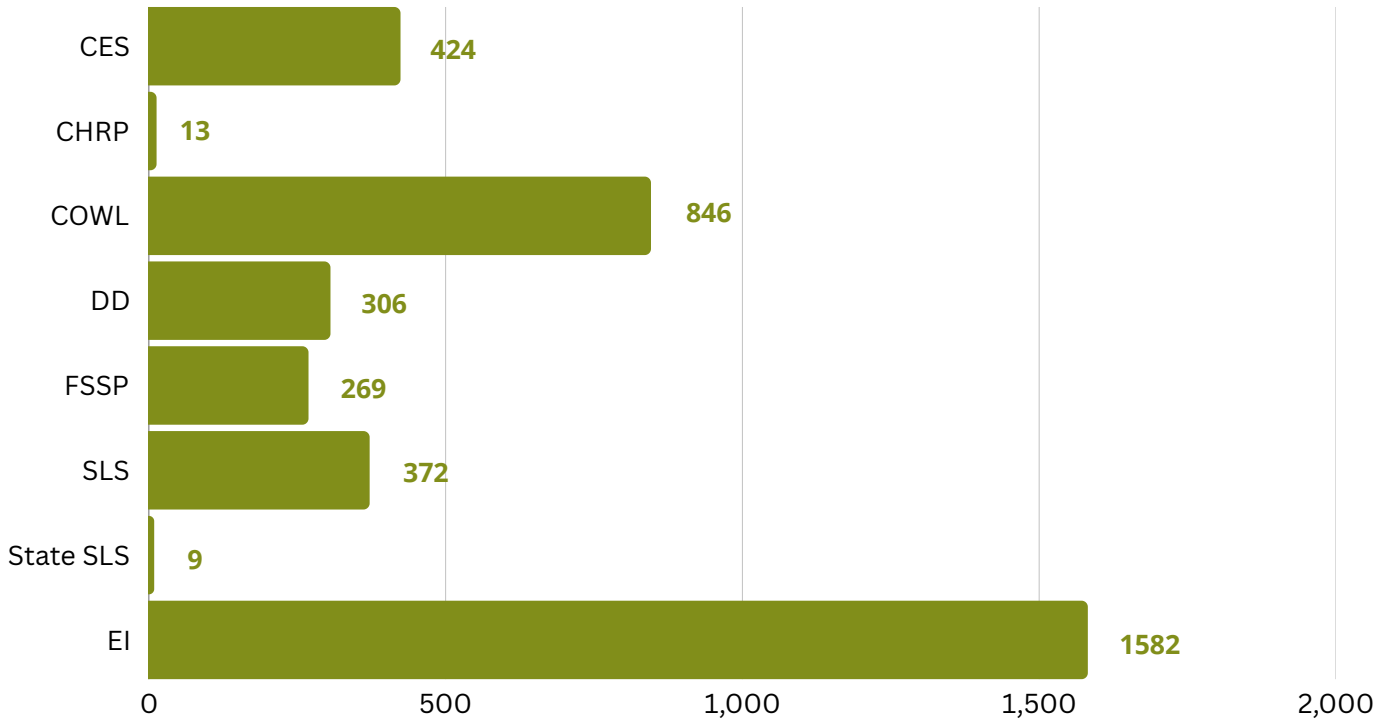
- Supported an average of 57 individuals each month (including individuals newly referred and those already connected to DP programs) with a high percentage of referrals coming from the Douglas County School District
- Partnered in 79 spaces in the past year to offer presentations, meetings, resources, and individual supports
  - Community organizations include the DC Health Department, DC DHS, DC Mental Health Initiative, Advocates for Families Workgroup Highlight, Douglas County CMP, Court Appointed Special Advocates (CASA), Community Response Team (CRT), AllHealth Network, and Manna Resources

[3] Calculation based on Mill Levy spend impacting county residents

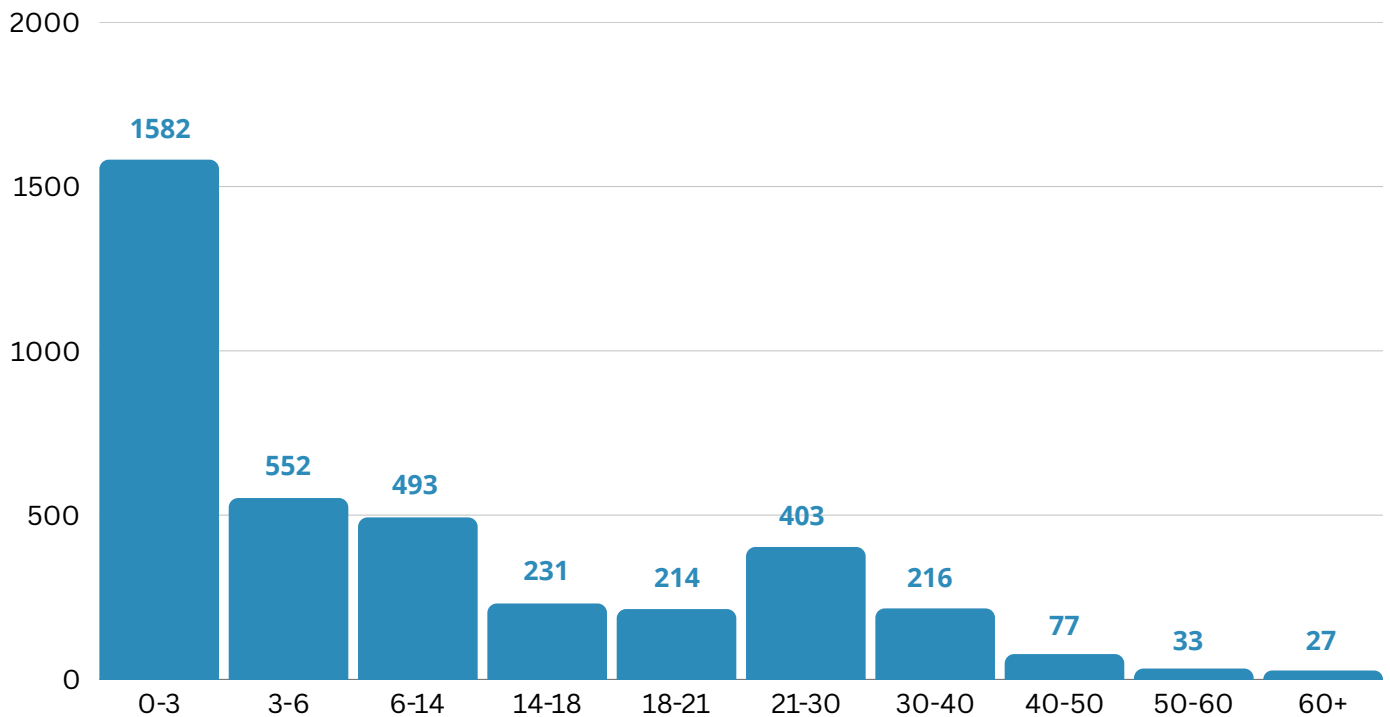
[4] Includes provider grants, sponsorships, community training, and events from Mill Levy and Board Designated Funds

# Douglas County Demographics

Individuals Enrollment by Program | 3,821 Total Served



Age of Individuals Enrolled



# ELBERT COUNTY



Elbert County does not receive Mill Levy; however, we provide some funding to Elbert County residents through donations. In FY24, we approved \$15,557 in Unmet Needs requests.

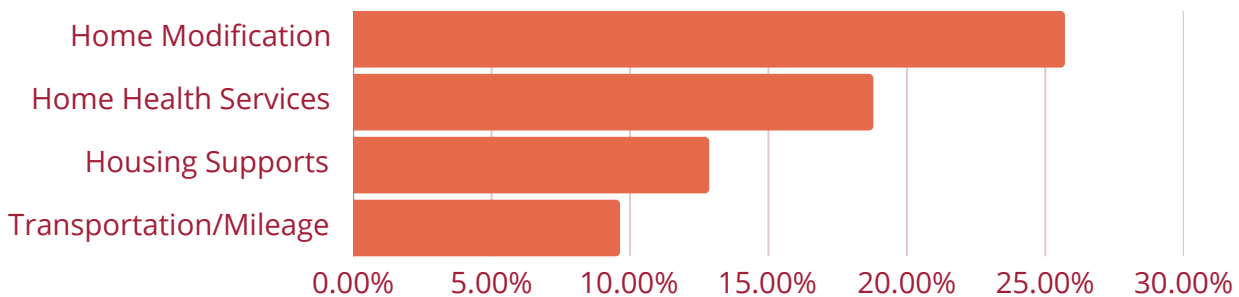
## Investment in I/DD Services

- **145 Total Individuals Served**
- **Top Programs Accessed**
  - Early Intervention
  - CES
  - FSSP

## Direct Local Programming Impact

### Top Areas of Unmet/Under-met Needs

*Numbers as highest dollar amount of total requests approved*



## Community Investment Highlights

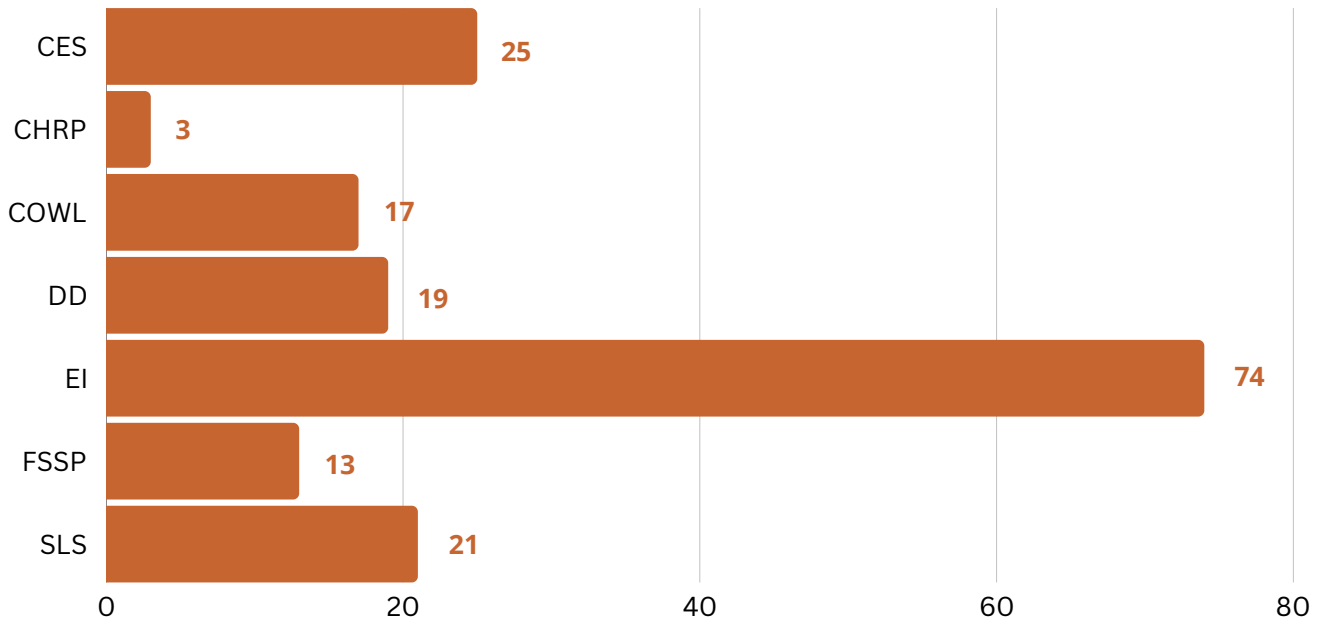
\$15,557 in support of individuals and families for unmet/under-met needs

## Community Wins

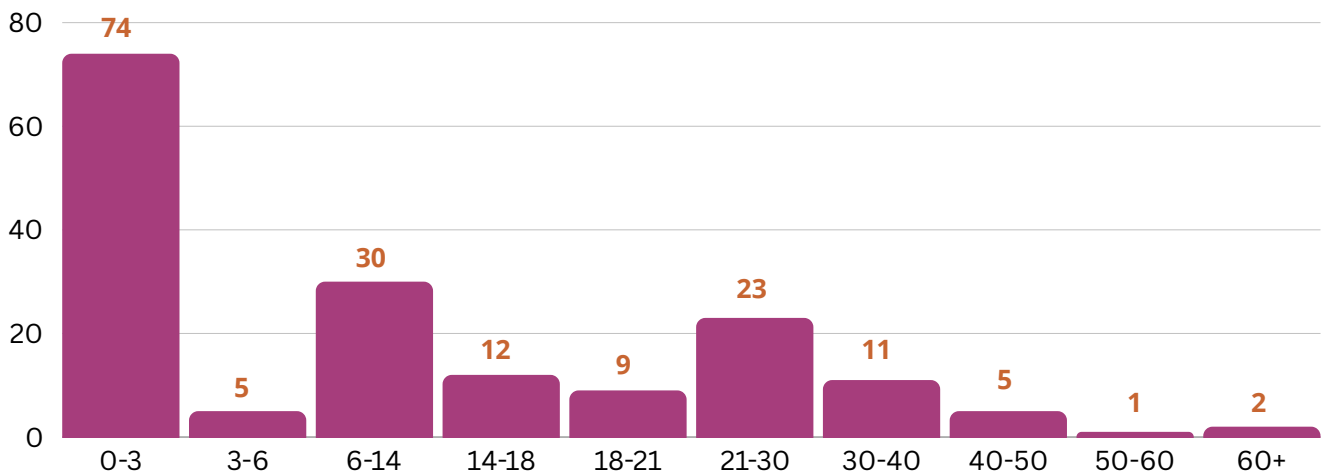
- 7 enrollments into I/DD Waivers (5 children, 2 adults)
- 6 unstable and crisis situations supported by our Crisis team
- 6 individuals/families supported by our Benefits team to ensure continuity of long-term care benefits
- Connected with local agencies to learn about Elbert County's needs, partners, and resources

# Elbert County Demographics

## Individuals Enrollment by Program | 145 Total Served



## Age of Individuals Enrolled





*We thank you for  
your continued  
support in our efforts  
to help individuals  
with disabilities.*

## **Contact**

### **Developmental Pathways**

14280 E. Jewell Ave., Suite A, Aurora, CO 80012

P: 303-360-6600 / E: [info@dpcolo.org](mailto:info@dpcolo.org)

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FY2024

# APPENDIX

dpcolo.org  
303-360-6600



# TABLE OF CONTENTS

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1	History of Mill Levy
2	I/DD Definitions
3	Demographics
5	Additional Program Data
7	Frequently Asked Questions

## HISTORY OF MILL LEVY

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In 2001, Developmental Pathways (DP) was experiencing a funding crisis due to rapid population growth and increased demand for services in Arapahoe and Douglas counties. Developmental Pathways' contract with the State of Colorado, the primary source of revenue for developmental disability/delay services in our area, had fallen far behind the demand for services. Our organization faced significant fiscal cuts to services.



This problem was compounded by the disproportionate distribution of funding from the state, resulting in the lowest per capita allocation of resources to Arapahoe and Douglas counties relative to any other area of Colorado.

A Mill Levy election was the only option to stave off these cuts and meet at least part of the ongoing rush of service demands. This election fell within the conditions set by the Taxpayer's Bill of Rights (TABOR) in accordance with state statute (25.5-10-206(6) C.R.S.) and allows a one-mill county property tax exclusively for services for people with developmental disabilities/delays. With the unanimous support of the Arapahoe and Douglas County Commissioners, Referendum 4A was placed on the 2001 ballot in both counties.

After months of intensive campaigning spearheaded by hundreds of volunteers, both counties passed the referendum. The efforts required for this success included meetings with community groups, public forums, distribution of voter education materials, grassroots voter turnout efforts, and much more.

Voters approved a Mill Levy to support individuals with developmental disabilities/delays in 2001. As a result of the successful campaign, service cuts were avoided; more than 1,600 new individuals with developmental disabilities/delays were served with Mill Levy funds through local and state programming in the first two years of implementation.

# I/DD DEFINITIONS

## Disability

A developmental disability (DD) is defined by Colorado State Statute 25.5-10-202: (26); (a) "Intellectual and developmental disability" means a disability that manifests before the person reaches twenty-two years of age, that constitutes a substantial disability to the affected person, and that is attributable to an intellectual and developmental disability or related conditions, including Prader-Willi syndrome, cerebral palsy, epilepsy, autism, or other neurological conditions when the condition or conditions result in impairment of general intellectual functioning or adaptive behavior similar to that of a person with an intellectual and developmental disability. Unless otherwise specifically stated, the federal definition of "developmental disability" found in 42 U.S.C. sec. 15001 et seq., does not apply. (b) "Person with an intellectual and developmental disability" means a person determined by a community-centered board to have an intellectual and developmental disability and includes a child with a developmental delay. Often, developmental disabilities are identified at birth, but sometimes they are not identified until later. A person who meets the criteria above must have a medical diagnosis verifying their disability and undergo testing to be eligible for services. (25.5-10-202)

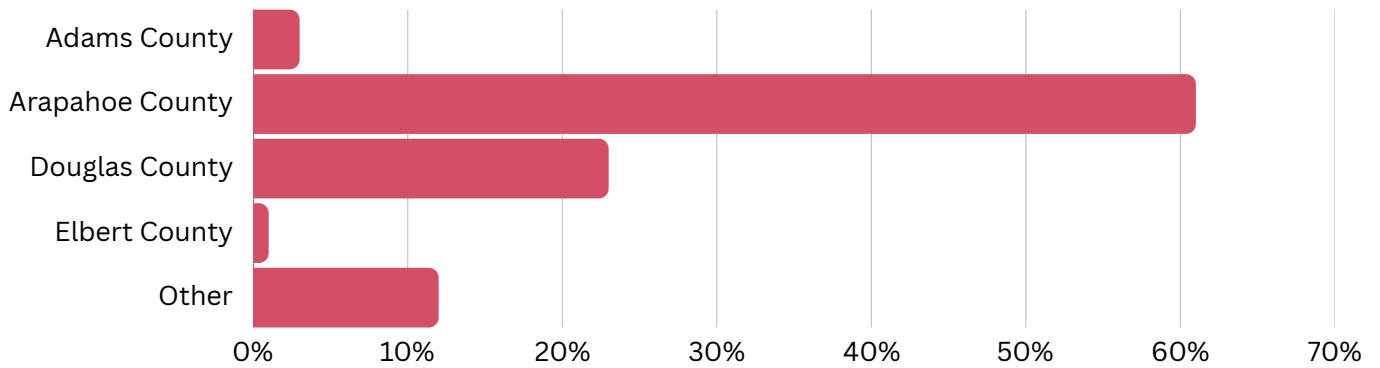
## Delay

Colorado State Statute (CCR 2509-10 7.901) defines developmental delay: (c) "Child with a developmental delay" means (I) A person less than five years of age with delayed development as defined by rule of the state board; or (II) A person less than five years of age who is at risk of having an intellectual and developmental disability as defined by rule of the state board. A delay is evaluated by failing to meet developmental milestones such as speech acquisition or coping behaviors. Other children exhibit factors that put them at a high risk of having a developmental disability or are born with a DD such as Down syndrome or Fragile X. Both delays and disabilities in children under five years must be verified by Early Intervention criteria for a child to qualify for services.

Please see the [Early Intervention Colorado website](#) for a complete list of established conditions that qualify a child.

# DEMOGRAPHICS

## Population Served | 23,931 Total[1]



### GENDER

**43.2%** Male  
**30.6%** Female  
**26.2%** Unreported



### AGE

**12%** Babies & Toddlers  
**21%** Children & Pre-teens  
**7%** High School & Transition  
**9%** Early Adulthood  
**13%** Adults  
**38%** Older Adults



### ETHNICITY

**.3%** American Indian / Alaskan  
**5%** Other / Not Disclosed  
**7%** Asian/ Hawaiian / Pacific Islander

**7%** Hispanic  
**9%** Black  
**63%** White  
**8%** Multiple Listed

[1] Due to data system challenges and CMRD transition, DP saw higher percentages without an identified county in FY24.

## Demographics (continued)



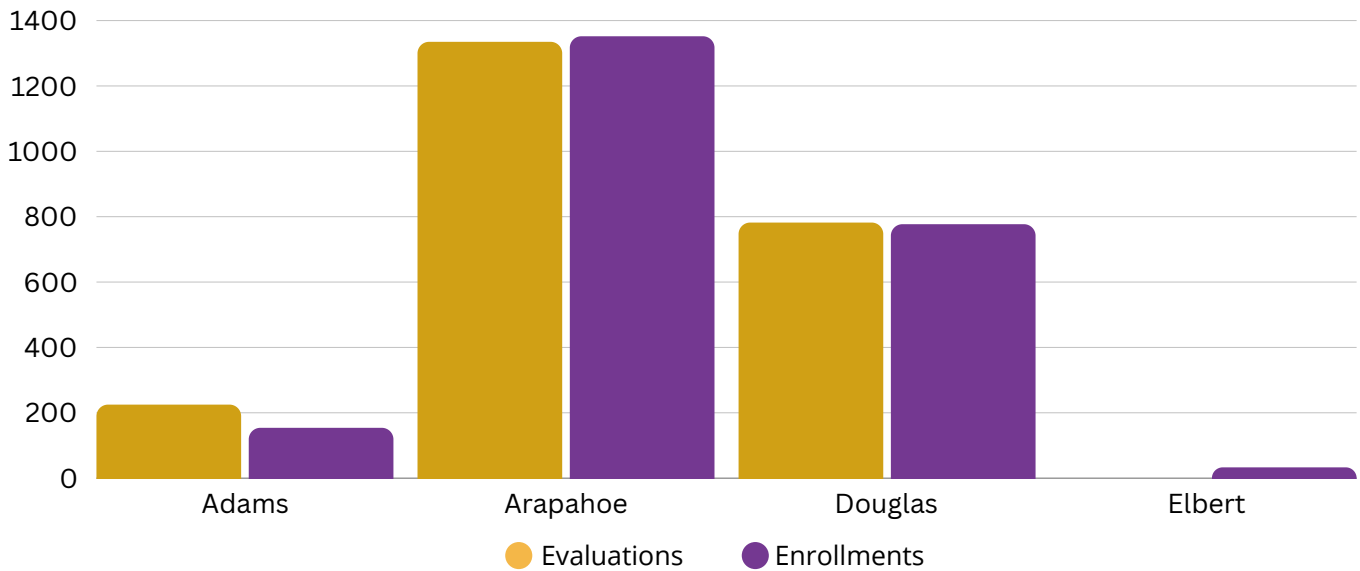
### ENROLLED BY PROGRAM

BI - 0.7%	CLLI - 0.3%	EI - 18%	NF - 8%
CES - 5.7%	CMHS - 2.1%	FSSP - 4%	OBRA - 0%
CHCBS - 1.3%	CO WL - 9%	HCBS - 6.6%	PACE - 2%
CHRP - 0.4%	DD - 10%	ICF - 0.1%	SLS - 5.6%
CIH - 0.3%	EBD - 21%	LTHH - 3.8%	STATE SLS - 0.3%

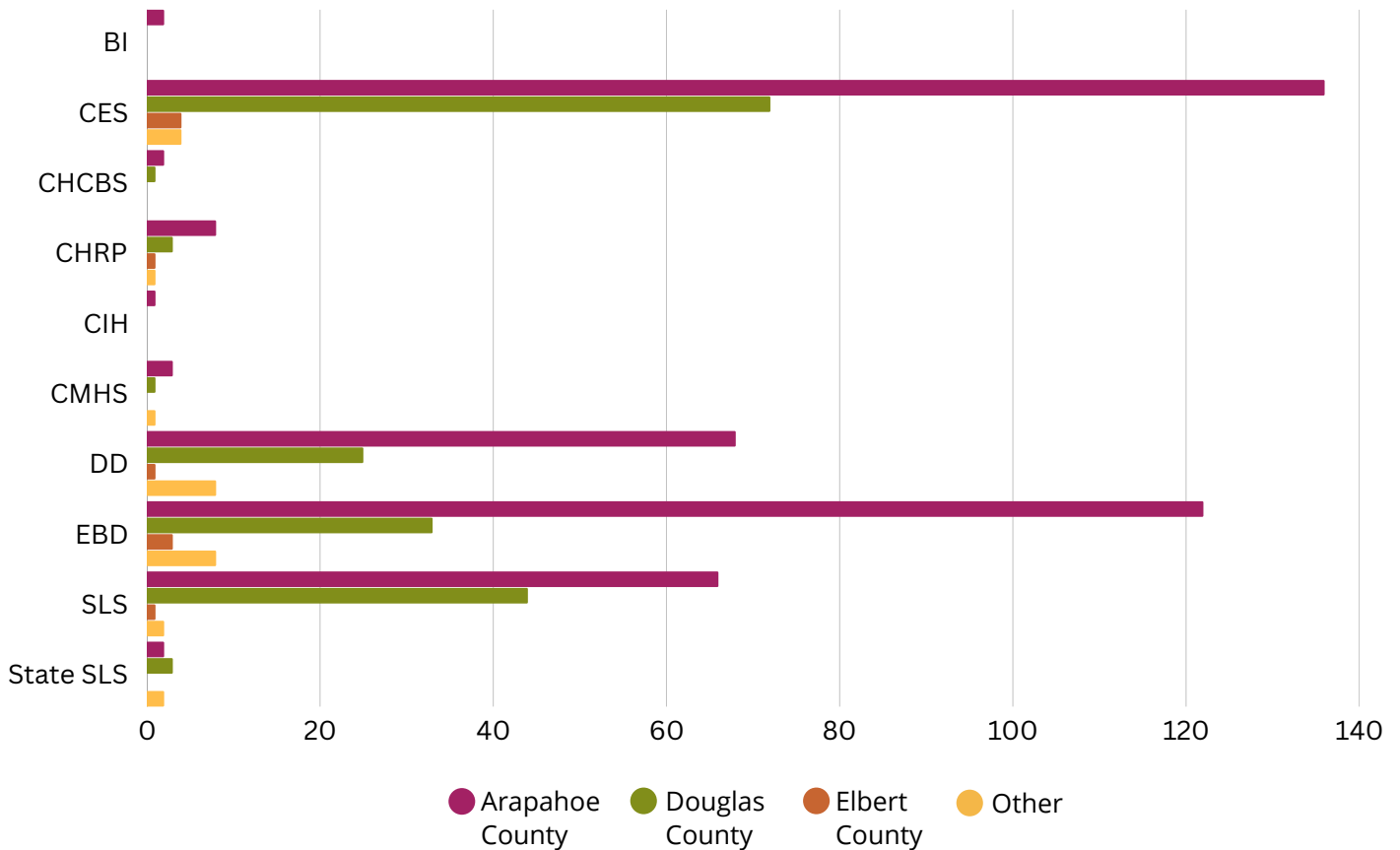
Adams County	Arapahoe County	Douglas County	Elbert County	Other
1.2% BI	0.6% BI	1% BI	0.4% BI	1.1% BI
11% CES	5% CES	7.7% CES	9% CES	3.9% CES
0.3% CHCBS	1% CHCBS	2.4% CHCBS	3% CHCBS	0.7% CHCBS
1% CHRP	0.4% CHRP	0.2% CHRP	1% CHRP	0.7% CHRP
0.3% CIH	0.4% CIH	0.2% CIH	0% CIH	0.2% CIH
2% CMHS	2.4% CMHS	1% CMHS	0.7% CMHS	2.9% CMHS
9.4% CO WL	8% CO WL	15% CO WL	6% CO WL	3.2% CO WL
12% DD	10% DD	5.5% DD	7% DD	16.4% DD
25% EBD	25% EBD	12% EBD	19.4% EBD	19% EBD
8% FSSP	4% FSSP	5% FSSP	4.8% FSSP	4.6% FSSP
5% HCBS	7% HCBS	5.5% HCBS	6.6% HCBS	7% HCBS
0.2% ICF	0.1% ICF	0% ICF	0% ICF	0.5% ICF
6% LTHH	4.2% LTHH	1.7% LTHH	1.8% LTHH	5.3% LTHH
6% NF	5.6% NF	6.4% NF	3.7% NF	24% NF
0.7% PACE	2% PACE	0.2% PACE	0.4% PACE	4.9% PACE
11% SLS	5% SLS	6.7% SLS	7.7% SLS	4.7% SLS
0.2% State SLS	0.3% State SLS	0.2% State SLS	0.4% State SLS	0.4% State SLS

# ADDITIONAL PROGRAM DATA

## Early Intervention Evaluations & Enrollments by County



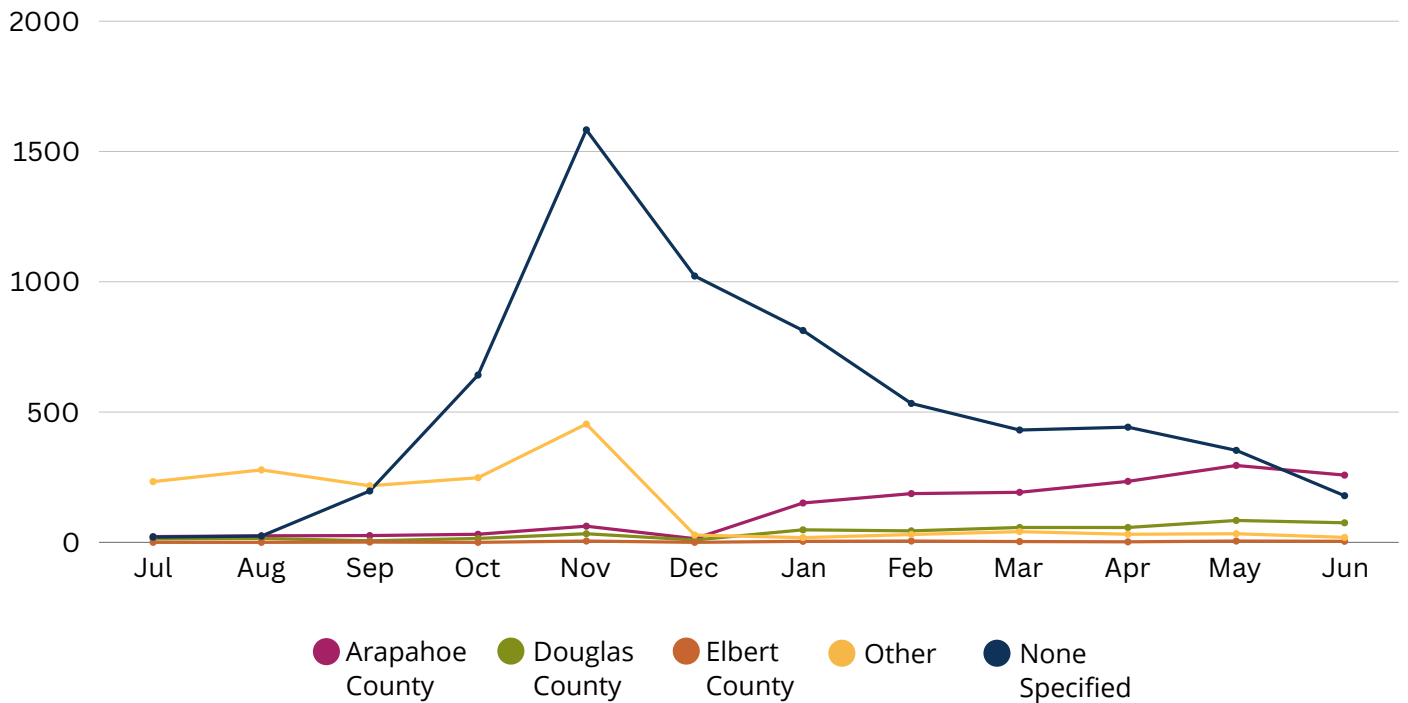
## Long-Term Care (LTC) Program Enrollments & Transfers in by County[2]



[2]Adams County is included in "other" for this data set due to being considered out of DP service area for most of the year. November 1, 2023 DP stopped being the assigned Adams County Case Management Agency when our service area changed due to CMRD.



## Long-Term Care (LTC) Program Referrals by County | Approximately 9,851 Total



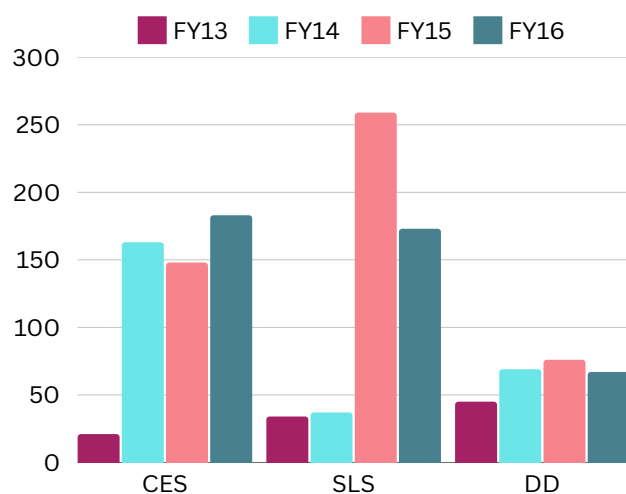
## Historical I/DD Enrollment Events

In FY24, our Case Management team supported more than 628 enrollments in long-term care programming. This is nearly 60 percent higher than FY23 due in part to the expansion of services to include all long-term care programs.

Historically, there have been fluctuations in enrollments into the I/DD HCBS waivers largely in relation to state efforts to address the waiver waitlists.

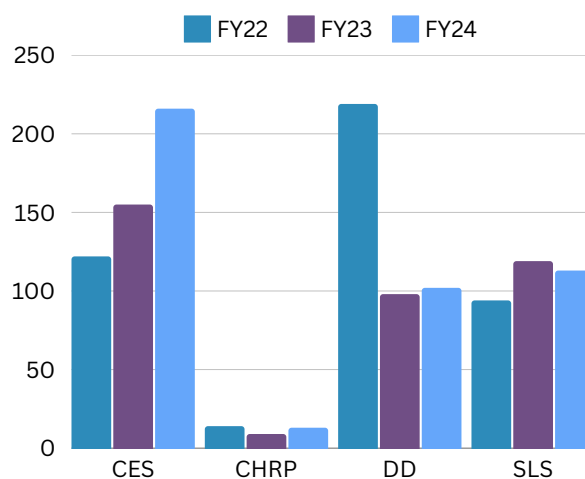
- Waitlists for HCBS-CES and HCBS-SLS were eliminated from 2013 through 2016.
- HCBS-DD is the only Medicaid Waiver in Colorado with a waitlist.
- Enrollments in the HCBS-DD waiver are based on a combination of new enrollments authorized by the general assembly [3] and reserve capacity enrollments that support emergencies, youth transitions, and deinstitutionalizations.
- Enrollment criteria for HCBS-CHRP changed on July 1, 2019, allowing youth to be eligible without being in foster care, which allowed more families to benefit from these supports.
- In FY23, there was no statewide effort to further open HCBS-DD enrollments, leading to an overall decline in DD enrollments at DP. In FY24, DD enrollments held steady, with previous FY23 numbers landing at about 100 new enrollments.

## Historical I/DD Enrollments (context)



FY13-FY16 data shows the initial trends and growth points due to state enrollment interventions.

## Recent I/DD Enrollments



Waiver enrollments declined During COVID-19 until FY23, when the numbers rose to pre- COVID status.

Note: CHRP was moved to DP in 2019.

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**21,309 Monitoring & Service Plan Meetings Completed in FY24**

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## Human Rights Committee

The Human Rights Committee is an advisory and review body that works to safeguard the legal rights of people receiving LTC services.

### The committee participates in

- Granting informed consent
- Monitoring the suspension of rights of persons receiving services
- Monitoring behavioral development programs in which persons with intellectual and developmental disabilities are involved
- Monitoring the use of psychotropic medication by persons with intellectual and developmental disabilities
- Reviewing investigations of allegations of mistreatment of persons with intellectual and developmental disabilities who are receiving services or supports

### 1,029 Total Human Rights Committee Reviews

#### Top Human Rights Committee Reviews:

1. Psychotropic Medications
2. Psychotropic Medications, Right Suspensions
3. Incident Reports/MANE
4. Right Suspensions
5. Final Reviews

# FREQUENTLY ASKED QUESTIONS

## Understanding I/DD Waitlists

### What is a waitlist?

A waitlist is a backlog of eligible individuals waiting to enroll in a program because funding is unavailable to authorize immediate enrollment.

### Which programs have waitlists?

The following I/DD programs have statewide waitlists, which are managed by Health Care Policy and Financing (HCPF), our state Medicaid Agency:

- Home and Community-Based Services Waiver (HCBS-DD) / Developmental Disabilities Medicaid Waiver (DD)

The following programs may have waitlists within their local communities:

- State Supported Living Services Program (State-SLS)
- Family Support Services Program (FSSP)

### How are HCBS-DD enrollments authorized?

**The General Assembly authorizes new enrollments:** Our legislators include funding to authorize a set number of enrollments statewide.

- HB18-1407 authorized 300 statewide
- FY20 Long Bill authorized 150 statewide
- FY22 Long Bill authorized 667 statewide
- FY23 no additional authorizations (98 enrollments through reserve capacity at Developmental Pathways)
- FY24 102 enrollments through reserve capacity at Developmental Pathways

**Efficient Management of Churn:** When/if individuals disenroll, individuals off of the statewide waitlist are enrolled based on their order of selection dates (eligibility dates).

**Reserve Capacity:** This includes enrollments designated for emergencies, youth transitions, and deinstitutionalizations.

For information about waitlists, please visit:

- <https://www.dpcolo.org/programs-services/qualifying-for-enrollment/waitlist-information/>
- [hcpf.colorado.gov/IDD-Services-enrollments-waitlists](https://hcpf.colorado.gov/IDD-Services-enrollments-waitlists)

## Separation from Long-Term Care Direct Service Provision

In our catchment area, individuals and families have the choice of more than 550 providers approved for various Home and Community Based Services (HCBS). Case managers will continually work with individuals and families to ensure they have a choice of qualified providers.

Effective July 1, 2022, Developmental Pathways fully separated from Continuum of Colorado, a Medicaid-approved provider agency (PASA). Before July 1, DP and Continuum shared an executive team through a service agreement but were overseen by a separate board of directors. This separation completes DP's efforts for full compliance with the federal and state laws related to Conflict-Free Case Management (CFCM) and highlights our continued commitment to providing conflict-free long-term case management for those with disabilities in our community.

Learn more about [conflict-free and commitment to choice in providers](#).

## Case Management Redesign

Starting in November 2023 and concluding in June 2024, the long-term care case management system underwent a significant transformation through what is known as Case Management Redesign (CMRD). Colorado has completed the case management redesign work. CMRD refers to several initiatives to simplify and improve care access and the quality of case management services.

DP secured a Case Management Agency (CMA) contract, effective November 1, 2023, with the Colorado Department of Health Care Policy and Financing (HCPF) to provide case management services to individuals enrolled or enrolling into Long-Term Services and Supports (LTSS) for defined service area #5, which includes Arapahoe, Douglas, and Elbert counties. This exciting development marks a significant milestone for the organization and highlights its commitment to delivering exceptional services to approximately 15,000 individuals with disabilities and their families.

Have more questions about Case Management Redesign? Visit Colorado's CMRD Website: <https://hcpf.colorado.gov/case-management-redesign>

## How to Access Mill Levy / Local Programming

[Local funds and programming](#) are available to individuals with I/DD in the DP catchment area. Those with unmet or under-met needs related to their delay or disability can submit funding requests directly through their case managers or coordinators. For those eligible and connected to another CMA, please contact your assigned case manager to get support accessing Unmet Needs through DP. For those who believe they are eligible but are not connected to DP or another CMA, please email [communityoutreach@dpcolorado.org](mailto:communityoutreach@dpcolorado.org) with questions. Our Intake team can assist families in connecting with our Community Outreach Waitlist Services Program.

## Acronym Guide

We know how complex the I/DD system can be. From HCPF to CCB to PASA, it can seem like an endless list of confusing terms. To help, we've compiled a document outlining frequently used acronyms, definitions, and terminology. Our guide aims to clarify and explain the many aspects of the I/DD system.

- [Acronym Guide – English](#)
- [Acronym Guide – Spanish](#)

## More about the American Rescue Plan Act (ARPA)

The American Rescue Plan Act (ARPA) is an economic stimulus bill signed into law in March 2021. The Act allocated funding to many key areas, including employment, transportation, housing, education, healthcare, and state/local/tribal governments. Colorado received more than \$9 billion in funds. Within this last year, ARPA was ramping down in the final year, and the majority of funds were spent due to federal requirements.

- Learn about funding distribution by visiting the [Colorado Health Institute's Financial Map](#).
- Learn more about the impact on home and community-based services by visiting [Health Care Policy and Finance's dedicated ARPA webpage](#).

## Where to Find More Information

DP is proud to provide a variety of resources to support our community in learning more about accessing services and making referrals.

### **Our website includes numerous materials, including links to informational videos:**

- Website: [www.dpcolo.org](http://www.dpcolo.org)
- Flyers and other information: [www.dpcolo.org/tools](http://www.dpcolo.org/tools)
- Videos: [DP YouTube channel](#)
- Blog/The Latest: [www.dpcolo.org/about-us/dp-blog](http://www.dpcolo.org/about-us/dp-blog)

### **Presentations/Training:**

- To request a presentation or training, [please complete this form](#).

### **Referrals:**

- DP accepts self-referrals from individuals and families or other community contacts such as teachers, therapists, etc.
- To make a referral, contact:
  - Under Age 3: [303-858-2299](tel:303-858-2299) / [eireferrals@dpcolo.org](mailto:eireferrals@dpcolo.org)
  - Ages 3 and older: [303-858-2260](tel:303-858-2260) / [intake@dpcolo.org](mailto:intake@dpcolo.org)
- When making a referral, it is helpful to have this information to start the process:
  - Name, age, and county of residence of the individual
  - Name, phone number, and email address of a parent/guardian/contact
  - If the need is urgent, we also recommend stating that explicitly and naming the issue (homelessness, danger to self, etc.)
- Our website can also help you get started: [www.dpcolo.org/get-started](http://www.dpcolo.org/get-started)



## Our Door is Always Open

Your feedback is welcome and helps us ensure we're providing the person-centered supports and responsiveness that you deserve, and we value. We appreciate hearing from our community, and that means you!

Do you...

- Have a heartwarming story to share about your services and supports?
- Praise for a team member?
- A complaint or concern you need addressed?

Visit our [We Want to Hear From You webpage](#) to learn more on how to leave feedback.

At Developmental Pathways, we value kindness, collaboration, and competency and commit to person- and family-centeredness. We strive to create and support an environment of inclusion and belonging for individuals and their families, our internal team members, and external community partners. We also believe in continuous improvement towards those goals, so we welcome hearing how we are meeting, exceeding, or possibly not hitting the mark in our work. include their contact details and their supervisor's phone number and email address; you can find this information in a recent email.

Our team members' email signatures include their contact details and their supervisor's phone number and email address; you can find this information in a recent email.

You can call our front desk at 303-360-6600, Monday - Friday, from 8:00 a.m. to 5:30 p.m., and a team member will assist you. You can email us at [info@dpcolo.org](mailto:info@dpcolo.org).

For questions related to Mill Levy, please contact Darcy Tibbles, Vice President of Community Affairs, at 303-434-9382 / [d.tibbles@dpcolo.org](mailto:d.tibbles@dpcolo.org).

*We thank you for  
your continued  
support in our efforts  
to help individuals  
with disabilities.*

## **Contact**

### **Developmental Pathways**

14280 E. Jewell Ave., Suite A, Aurora, CO 80012

P: 303-360-6600 / E: [info@dpcolo.org](mailto:info@dpcolo.org)

[www.dpcolo.org](http://www.dpcolo.org)



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