



# ANNUAL REPORTING FY25

# ABOUT THIS REPORT

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Developmental Pathways' end-of-year reporting for Fiscal Year 2025 (FY25) provides an overview of our work and outcomes from July 1, 2024, to June 30, 2025.

This report consists of four sections designed to stand alone while also forming a unified picture of our work and impact:

## Table of Contents

### Annual Report

Provides general information about DP, our programs, and the individuals and families we support.

### Mill Levy Report

Covers the use of local Mill Levy resources and the impact of local funding.

### County Reporting

Abbreviated county-specific summaries highlighting key information and outcomes.

### Appendix

Includes detailed demographic charts, definitions, and extended data details.

# THE FY25 ANNUAL REPORT

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## A Message From Our Executive Director

This year has been a remarkable journey, and I'm grateful to share it with you. Every milestone we've reached and every challenge we've overcome has been possible because of the incredible individuals and families we support, our dedicated teams, and the unwavering backing of our board and community partners. Your commitment to building a more inclusive and vibrant community inspires me every day.

Fiscal Year 2025 was shaped by resiliency and creativity as we navigated system and program changes, expanded responsibilities, policy changes, and significant community needs. I'm awestruck by the adaptability and collaborative spirit of our team as they approached every challenge with determination and innovation.

I've had the privilege of seeing firsthand how our work transforms lives, whether through a child's first steps in Early Intervention or a family finding stability through long-term supports. This year, we supported more than 26,000 individuals and families, served by a team of more than 575 employees. That growth represents thousands of personal stories of progress, connection, and hope. These moments remind me why our mission matters so deeply. I am proud of how we've strengthened our foundation while keeping our focus on what matters most: people.

As you read this report, I invite you to join us in celebrating our achievements, which reflect not only the hard work of our staff but also the trust of our community partners. None of this would have been possible without you. Thank you for walking alongside us as we build a brighter, more inclusive future.

With gratitude,



Matt VanAuken  
Executive Director & Chief Executive Officer  
Developmental Pathways



Enriching Lives. Strengthening Communities.



# ANNUAL REPORT

FY25: July 1, 2024  
– June 30, 2025



Developmental  
Pathways

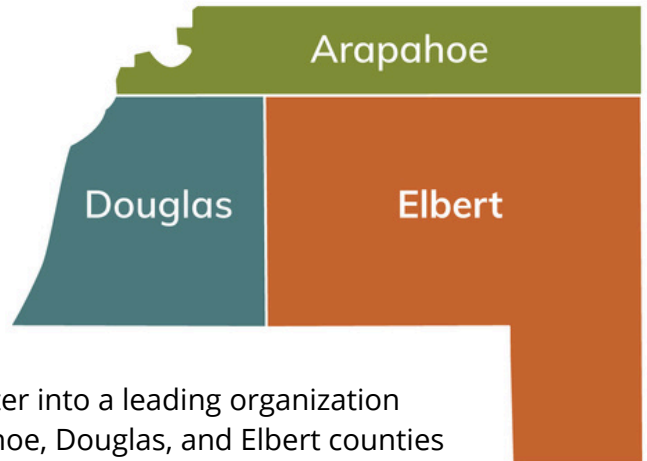
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# WHO WE ARE

Developmental Pathways (DP) is a 501(c)(3) nonprofit supporting individuals with disabilities and delays, along with their families. As a designated Case Management Agency (CMA) and one of Colorado's Community Centered Boards (CCB), we connect individuals to federal, state, county, and private funding sources. We are also Colorado's largest Early Intervention (EI) broker.



Founded in 1964, DP has grown from a small training center into a leading organization serving over 26,000 individuals and families across Arapahoe, Douglas, and Elbert counties throughout this last year. Our team of over 575 professionals, including program staff and support teams, provides early intervention, case management, and local programming, helping families navigate complex disability services.

From November 2023 to June 2024, Case Management Redesign (CMRD) significantly expanded DP's role in Colorado's long-term care system, increasing our responsibilities from nine to 22 programs. With the statewide consolidation of more than 40 agencies into 15 CMAs serving 20 regions, DP began providing intake, eligibility, enrollment, and ongoing case management for all Home and Community-Based Services (HCBS) waivers in our area, driving continued growth through fiscal year 2025 (FY25).

Through partnerships and community engagement, we champion inclusion and ensure access to essential resources. Today, DP remains a trusted leader in care coordination and advocacy for people with disabilities.

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



## Did you know?

Before the CMRD changes, DP supported approximately 9,000 individuals and families (point-in-time). Today, we actively support more than 18,000 individuals and families (point-in-time).

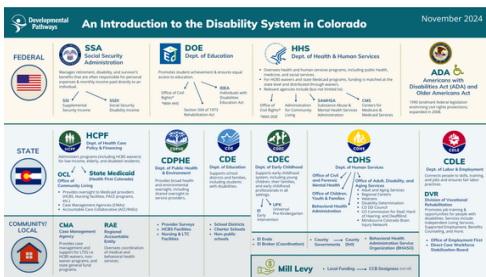
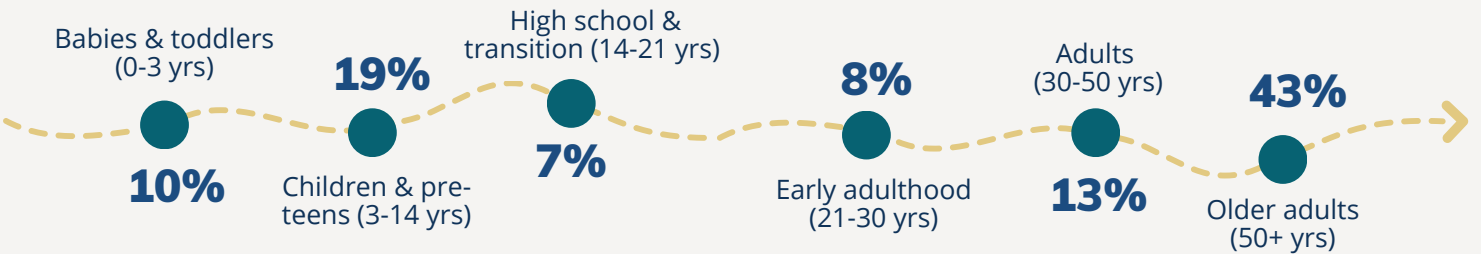
# WHO WE SUPPORT

We support individuals across three primary areas:

- Babies and toddlers with developmental delays and their families in **Early Intervention** (birth to 3)
- Individuals with Intellectual and Developmental Disabilities and Delays (I/DD) and their families through **I/DD Local Programming**
- Children and adults with disabilities accessing long-term care services via **Case Management**

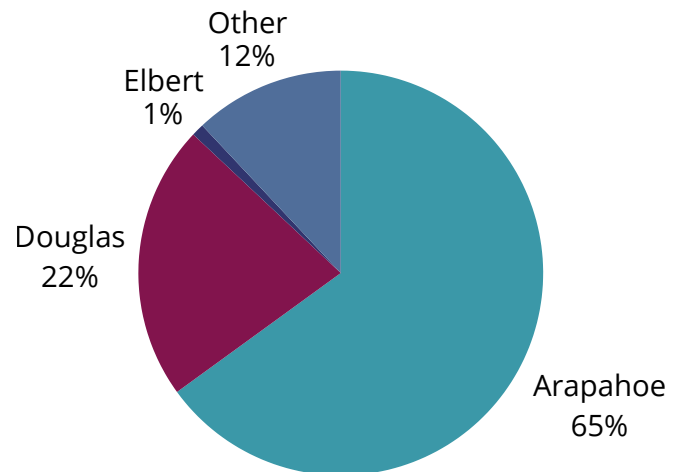
We support individuals with co-occurring needs from birth to aging, from diverse backgrounds, and with a wide range of support needs. We are proud to help individuals throughout their lifespans.

**26,000+**  
individuals & families served  
in the past 12 months <sup>[1]</sup>  
(18,200 point-in-time)



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

## DP Population Served by County



Detailed demographic information can be found in the Appendix Report

[1] Program figures may be subject to variance due to ongoing implementation and data migration efforts associated with the State's Care and Case Management (CCM) system.

# HOW WE SUPPORT



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

We have multiple specialized teams to support the wide array of needs. This year, creativity and resilience were fostered through family-centered planning and resource navigation and strengthened community collaborations and responsiveness.

If we are not able or positioned to meet a need, we will work to connect individuals and families to the right resources. We support a 'No Wrong Door' approach to care.



Overall, I've had a good experience with the case managers we've worked with in the past.

They were thorough, responsive, and seemed to genuinely care about our family's needs. So, I think Developmental Pathways has done a great job hiring and training quality case managers.

- Parent response on the DP Case Management Satisfaction Survey

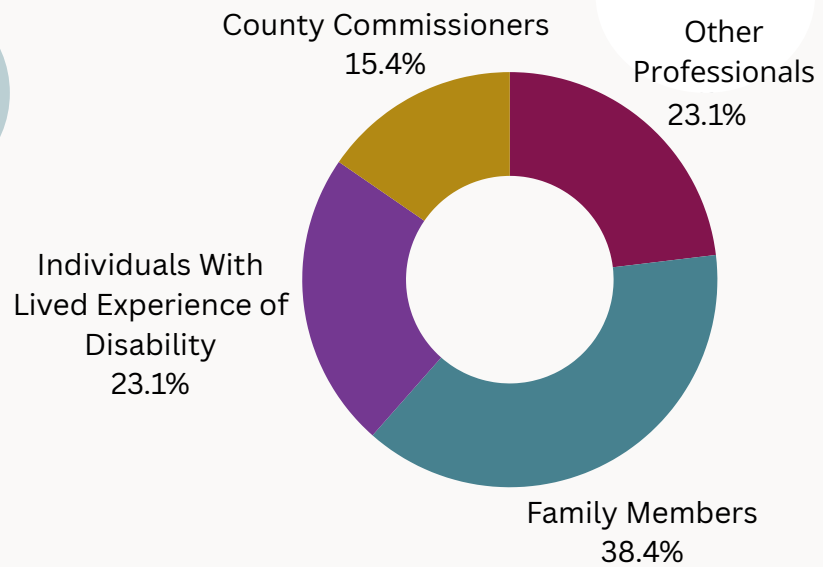


# BOARD OF DIRECTORS

As a nonprofit agency, DP is guided by a policy and governance board of directors whose members volunteer hundreds of hours annually across committees, meetings, and events.

Visit our [board of directors' webpage](#) for more information about our current members.

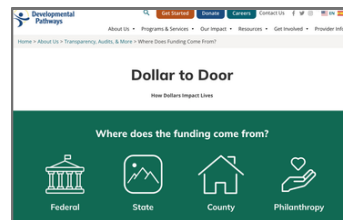
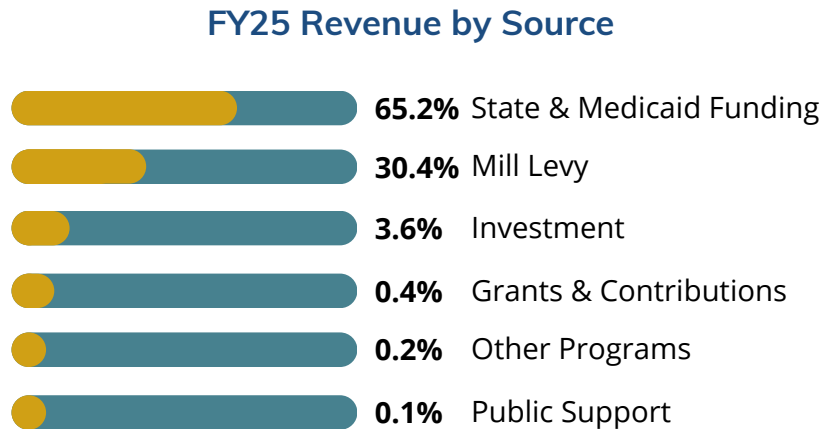
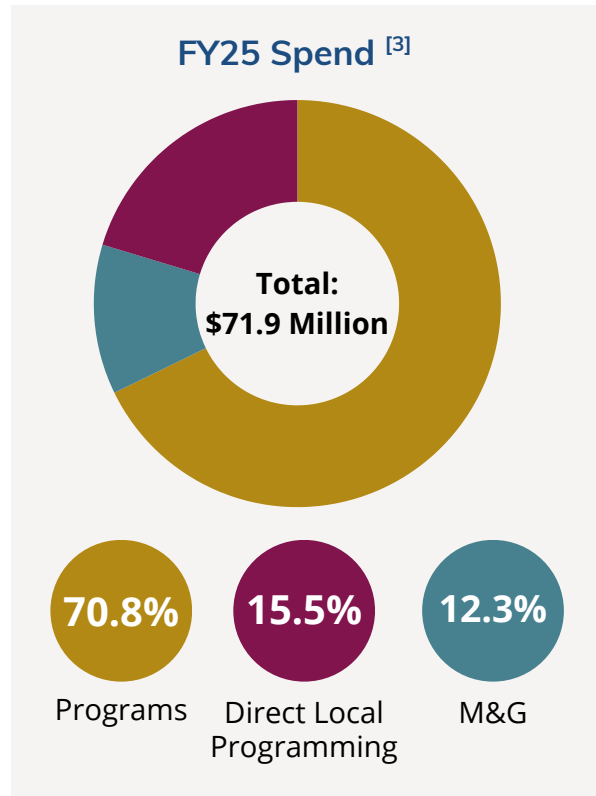
## Board Member Makeup <sup>[2]</sup>



[2] These numbers include all Board Members throughout the year, including those who joined partway through the year and those who left the Board. Several board members hold dual roles but were only counted once.

# FUNDING

Our programs are funded through federal, state, and local resources, with State and Medicaid funding representing 65.2% of FY25 revenue and Mill Levy, investments, private donations, and grants accounting for the remaining 34.8%. In total, this funding generated \$79.7M in FY25 revenue and enabled us to support more than 26,000 individuals and families. For more information on Mill Levy funding, please see our [FY25 Mill Levy Report](#).



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

# FUNDRAISING

Our community of donors helps bridge gaps in services not covered by state or federal programs. In FY25, more than \$104,000 in financial and in-kind contributions supported unmet needs, holiday outreach, and community programming.

People with disabilities often face higher living costs for essentials like medical care, therapies, and assistive technology. While DP coordinates state, federal, and local resources, these supports are often limited or restricted, leaving critical needs unmet or undermet. Donor contributions play a vital role in filling these gaps, directly supporting our community and enabling us to serve even more members as we grow.

[3] FY25 Spend Chart: Percentages do not equal 100% because M&G is calculated based on percentage of revenue not a percentage of expense.

Deep gratitude  
to our generous  
donors

## Appreciation

- Alert Medical Alarms
- Allstate Insurance Weatherman Agency
- Arc Thrift
- Banc of California
- Blackbaud Giving Fund
- Blue Spruce Home Care
- Broadbent & Associates, Inc.
- Coblaco Services, Inc.
- Colorado Gives Day
- Debbie's Big Day
- Developmental Pathways Board of Directors
- Douglas County Health Department
- Hellenic Orthodox Greek Festival
- Hundreds of community supporters & employees
- Innovest Portfolio Solutions
- Integrated Life Choices J&K Roofing
- Local Schools
- Medstuff, Inc.
- Mulhern MRE, Inc.
- Network for Good
- Operation Santa Claus
- Personal Assistance Services of Colorado
- Polak Medical Endowment
- Spark Home Health
- Target Employee Giving
- The Kroger Company
- Yardi Systems



THANK  
YOU!

## Help Us Make a Difference

To donate directly, please visit our [Donation page](#).

To support our community through an employee giving program, endowments, or in-kind donations, contact us at [CommunitySupports@dpcolo.org](mailto:CommunitySupports@dpcolo.org).

# FY25 IN REVIEW

FY25 required both resilience in navigating system changes, workforce barriers, and increased demand for services, as well as creativity in redesigning processes, stabilizing teams, and strengthening financial stability. Through collaboration and advocacy, we secured critical resources to meet the needs of our supported individuals.

**Our strategic priorities focused on:**

## FY25 Goals

**Redesigning service systems for timely, person-centered access, eliminate “invisible provider waitlists,” address workforce challenges, and promote whole health outcomes.**

**Strengthening financial stability by rebuilding fund balance reserves, assessing risk and contingency planning, and future planning.**

**Investing in workforce development and culture through professional development opportunities, performance management, and fostering engagement and inclusion initiatives.**

**Enhancing community engagement through the DP Community Advisory Committee, relationship building, and stewardship.**

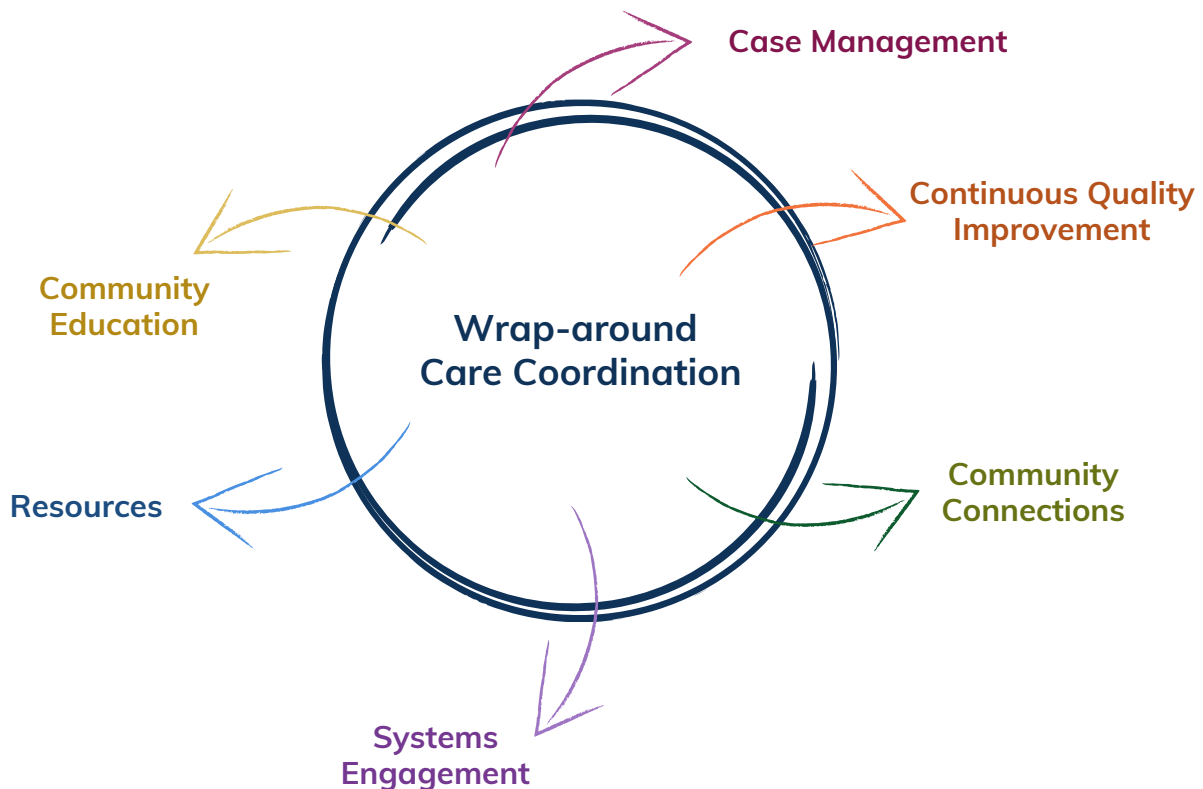
# PROGRAMMING

## Overview

DP's programming spans early intervention services, which offer pediatric home health services, such as occupational, physical, and speech therapies; long-term case management and service coordination for individuals and their families across a broad array of state and federal sources; and a variety of locally funded supports primarily for individuals with I/DDs and their families.



DP provides wrap-around care coordination to ensure individuals and families receive seamless, connected support. By pairing person-centered case management with locally funded services, we are able to cover resource gaps and improve outcomes for supported individuals and their families. For more information, visit our [Programs & Services page](#).

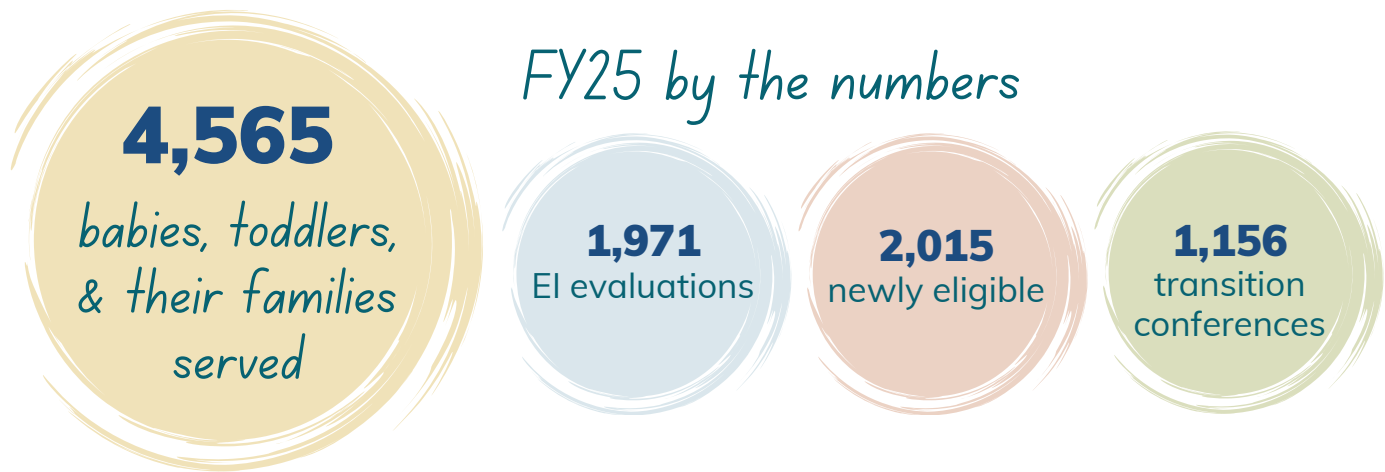


## Early Intervention Services (birth – age 3)

The Early Intervention (EI) program (Part C) provides services and supports to children with developmental delays or disabilities and their families from birth until the child's third birthday. EI at DP includes three core aspects of care: **Referral & Intake, Evaluation,** and **Service Coordination & Direct Service.**

### Our EI team partners with families to:

- Strengthen each family's capacity to promote their child's development
- Deliver services and supports
  - In a family-centered way by identifying concerns and priorities
  - Through a coaching model in the child's natural environment, daily activities, and routines



## Meet Aria



Before connecting with DP, 3-year-old Aria and her mom faced overwhelming challenges. At around 18 months, Aria's language development began to stall, and communication became a daily struggle. As her meltdowns grew more intense due to the frustration of not being able to understand each other, her family sought help from their pediatrician, who referred them to speech therapy and introduced them to DP. Soon, Aria was enrolled in EI and began receiving coordinated supports tailored to her needs. Since then, her progress in communication has been remarkable, helping her and her family to feel more connected and secure.

Parent quote: *"I can't describe the relief and hope I felt after her initial intake. The experience changed my perspective on learning and communication. It showed me how amazing and unique it can be to grow and connect in new ways, and I'm so grateful for the support that has helped my daughter find her voice."*

## FY25 Success: Strengthening our EI Team

The success of our EI program is rooted in a stable, well-supported team. Through intentional investment in our EI leaders, clarifying expectations, reinforcing accountability, and normalizing constructive feedback, we have created a culture where caring candor leads to growth. This foundation strengthens our frontline staff and supports long-term, consistent service delivery.

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

Our Long-Term Care (LTC) Case Management programming includes Systems Navigation, Case Management, and Program Quality teams that support individuals enrolling in or receiving disability services. These services encompass state-funded programs, Home and Community-Based Services (HCBS/Medicaid Waivers), and long-term home health (ended October 2024). Following Case Management Redesign in 2023, DP LTC expanded from seven to 20 programs supported in this past year.<sup>[4]</sup>

## What Our Teams Do

### Connecting People to the Supports They Need

Our Case Management teams help individuals and families understand Medicaid benefits, complete required paperwork, and navigate the eligibility process. We also connect them with provider agencies that offer a variety of services, including therapies, community immersion, personal care, and supported employment.

### Our LTC teams supported the following activities throughout FY25:

- Referral and Intake for all disability programming
- Waitlist management and enrollment support
- Active case management, including service planning and monitoring
- Quality assurance and program quality outcomes

Using a person-centered approach, we empower individuals with choice and agency across every program. Each LTC program offers unique supports and services based on specific eligibility criteria.

### We are committed to:

- Partnering to ensure the health and safety of supported individuals
- Responsible stewardship of our funding
- Consistent, 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 and continuity of care

Visit our [LTC Case Management webpage](#) for details on all current programs.

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

[4] In FY25 DP supported 22 programs agency wide with 20 of those programs in LTC.

“

*Our case manager (CM) is great, very kind, and genuinely caring. She has done the best she can to help us out. She does always get me what I need. We are so very grateful for the availability of these services to keep my folks at home with me. Thank you for all of your efforts to help people like my folks.” - A family supported by DP*

”

Diagnosed with autism at a young age, Troy always found joy in art and storytelling. As he approached the transition from school to adulthood, he and his family partnered with DP, and he enrolled in the SLS waiver program. This opened doors to vital supports, such as job coaching, transportation assistance, supported employment, and scholarships that helped Troy build independence while pursuing his passions. Today, at 29, Troy holds degrees in film production and animation, runs his own video production company, and creates original content. He recently wrote and illustrated a children’s book and visits schools to share it with young readers.

*“DP has really helped Troy to be able to reach his dreams and do a lot of these things, so we’re really grateful. He’s able to picture a full life that includes living independently and caring for himself. We appreciate that DP has made it possible for him to have a job coach and supported employment. You’ve been a big part of his life.” – Parent of Troy*

## Meet Troy



## Long-Term Care Programming

**19,172** Individuals & Families Served  
in Long-Term Care Programs<sup>[5]</sup>

For detailed information on each Long-Term Care (LTC) Program, visit links below or the DP [LTC webpage](#).

### I/DD Programs

### Number of Supported Individuals

• <a href="#">Developmental Disability Waiver (DD)</a>	2317
• <a href="#">Children's Extensive Support Waiver (CES)</a>	1577
• <a href="#">State Supported Living Services (SLS)</a>	1261
• <a href="#">Family Support Services Program (FSSP)</a>	784
• <a href="#">Children's Habilitation Residential Program Waiver (CHRP)</a>	107
• <a href="#">Supported Living Services Waiver (SLS)</a>	68
• <a href="#">OBRA Specialized Services (OBSS)</a>	1

### Non I/DD Programs

• <a href="#">Elderly, Blind, and Disabled Waiver (EBD)</a>	6107
• <a href="#">Home and Community-Based Services (HCBS)</a>	1164
• <a href="#">Children's Home and Community-Based Services Waiver (CHCBS)</a>	617
• <a href="#">Community Mental Health Supports Waiver (CMHS)</a>	547
• <a href="#">Brain Injury Waiver (BI)</a>	237
• <a href="#">Complementary and Integrative Health Waiver (CIH)</a>	111
• <a href="#">Children's Habilitation Residential Program Waiver (CHRP)</a>	107
• <a href="#">Children with Life-Limiting Illness (CLLI)</a>	69

### Non-HCBS Programs

• <a href="#">Nursing Facility (NF)</a>	2635
• <a href="#">Long-Term Home Health (LTHH)<sup>[6]</sup></a>	853
• <a href="#">Programs of All-Inclusive Care For The Elderly (PACE)</a>	695
• <a href="#">Intermediate Care Facility (ICF)</a>	22
• <a href="#">Home Care Allowance (HCA)</a>	2

[5] Long-term program totals may be subject to variance due to ongoing implementation and data migration efforts associated with the State's Care and Case Management (CCM) system.

[6] Long-Term Home Health (LTHH) was a service provided in FY25 that ended in the first quarter.

## Community Impact

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

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

In FY25, our Case Management team supported more than

**1,774 enrollments**

into long-term care programming

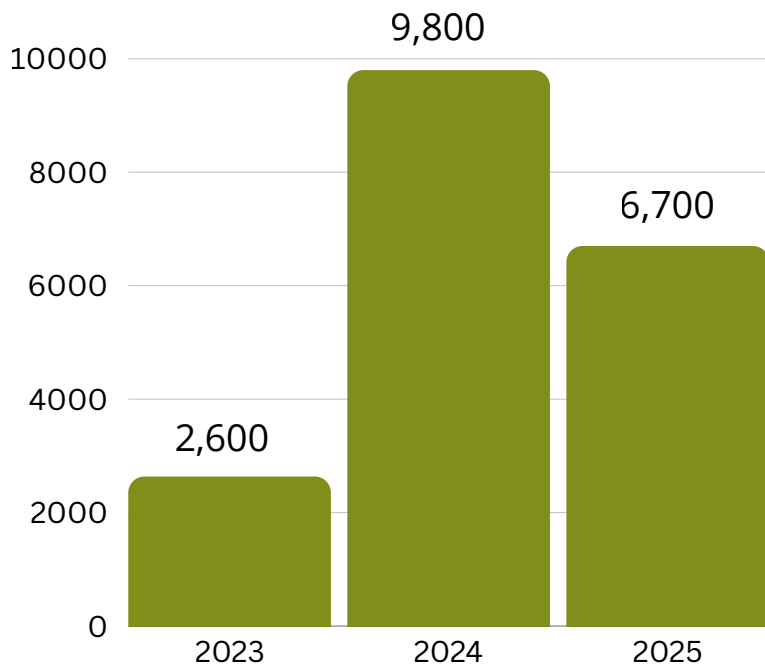
**486 I/DD 1,288 Non-I/DD**



a more than **180% increase** over the prior year's enrollment numbers.



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



#### Long-Term Care Referrals

6,700+ referrals were made to DP in FY25



Since becoming a Case Management Agency (CMA), DP has experienced overall increased referral activity, but the numbers may be stabilizing. In FY24, referrals averaged more than 700 new per month for long-term care programming. In FY25, referral volume remains elevated, averaging more than 550 per month.

#### Referral Numbers

Nov. 2023  
CMRD transition to CMA



Referrals increased  
FY24: 700+ month  
FY25: 550+ month

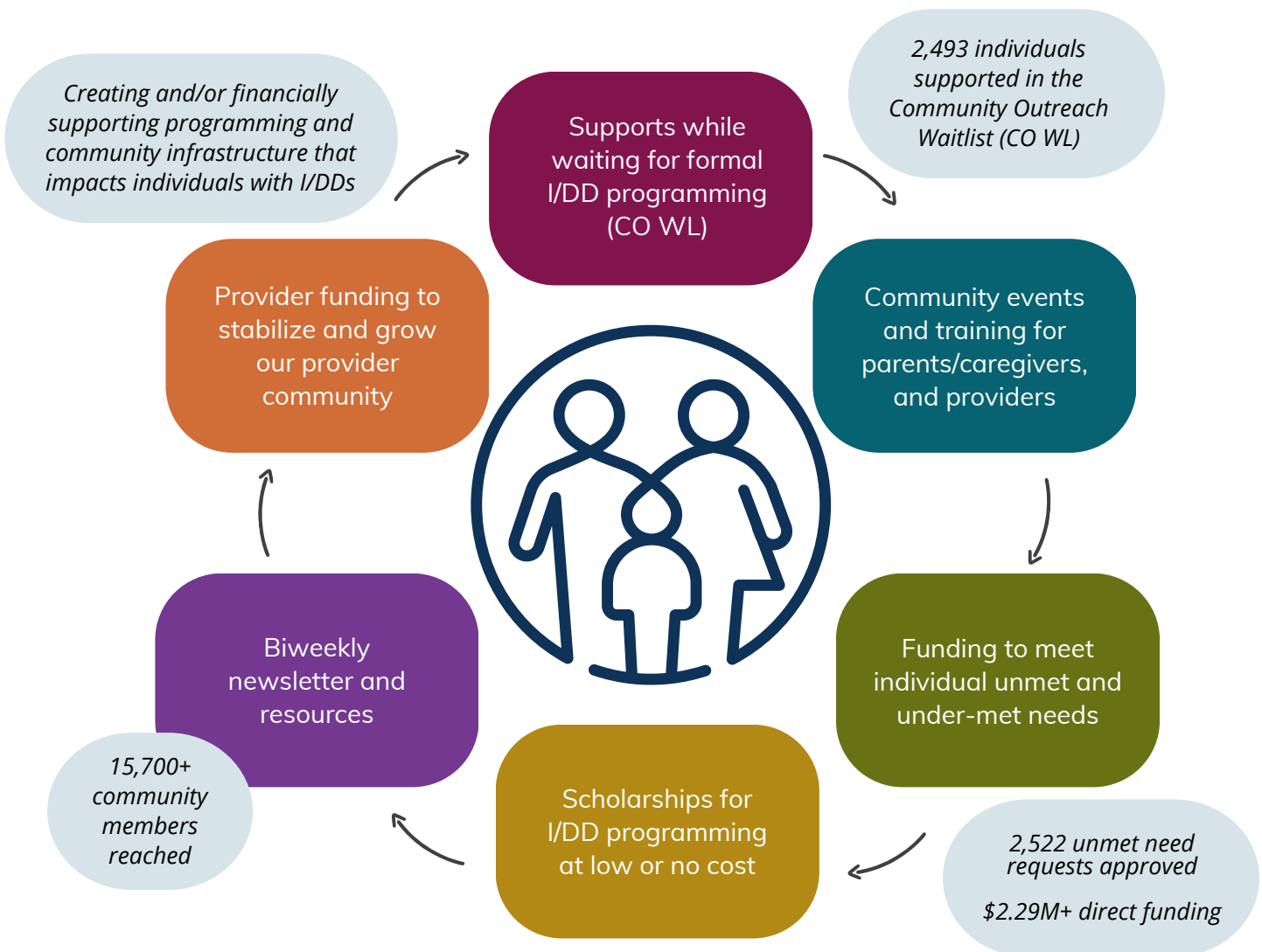
## I/DD Locally Funded Programming (all ages)

DP is proud to offer a variety of locally funded programs<sup>[7]</sup> that meet the evolving needs of individuals with I/DD. These programs complement Early Intervention and Long-Term Care Case Management, expanding access to quality supports that promote inclusive and meaningful community participation.

### Local programming is funded through:

- County Mill Levy revenue (current year)
- Grants, donations, endowments, investment earnings
- Board-designated Community Engagement initiatives

Thanks to this local investment, DP is able to provide additional support that falls outside traditional state and federal funding, helping individuals and families navigate waiting periods, access community resources, and meet needs that would otherwise go unmet.



[7] More details about locally funded programming can be found in the FY25 Mill Levy Report.

## Community Outreach Waitlist Programming (ages 3+)

One part of our locally funded programming, DP's Community Outreach Waitlist Services (CO WL) program, supports individuals with I/DD and their families while they wait for or begin enrollment in state or federally funded services.

Individuals and families are connected with a coordinator who helps them navigate community resources, identify supports, and access available programming.

While on the waitlist, individuals and families can:

- Receive resource newsletters
- Attend trainings and community events
- Connect with others receiving services
- Access free or discounted services and programs
- Apply for limited financial assistance for unmet or under-met needs

CO WL also strengthens the school-to-home connection, ensuring families have guidance during key transitions.

In FY26, the CO WL program has been renamed the **Resource Coordination Program (RCP)** to better reflect the breadth of supports offered:



- Assigned to a Resource Coordinator
- Funding to support your child's needs related to their disabilities/delays
- Program events + trainings and parent support opportunities
- Free or low-cost community activities
- Additional community resources
- Transition and system support to access other programming



*2,493 unique individuals and families supported  
1,633 individuals supported/month*

Without Mill Levy funding, families would not have access to these critical supports.

## Meet Alex



Alex is a 5-year-old whose parents grew concerned when he wasn't meeting developmental milestones. After evaluations showed speech delays, sensory sensitivities, and challenges with emotional regulation, they turned to DP for assistance. Through the CO WL program, Alex received life-changing support, including speech therapy, I/DD testing, respite care, and access to activities like swimming and karate. These resources gave Alex the tools he needed to grow and gave his family the guidance to navigate this journey. With help from DP and his care team, Alex spent an additional year in Pre-K and went on to thrive in Junior Kindergarten, a testament to his hard work, his family's dedication, and the impact of supportive community resources.

*"The funding and community we connected with through Community Outreach were the two biggest things. Knowing about available resources removed so many barriers for us. Many of these things wouldn't have been possible for us financially or without understanding how important they are for him. I'm so grateful for the support DP has given us. The resources we've received have changed his life and had a profound impact on our family. I feel supported and able to help him become his best self." – Parent of Alex*

## Unmet Needs Programming

Unmet Needs is one of DP's locally funded programs that directly supports individuals with I/DD by helping them access essential services, items, and opportunities not covered by other resources.

Fundraising campaigns and community donors play a vital role in sustaining this program, and we are deeply grateful for their generosity.

**Thanks to local funding, DP approved 2,522 requests in FY25.**

More information is available in our FY25 Mill Levy Report.



A grateful parent shared:

*"We are elderly parents with 2 adult children with special needs. The programs our daughter participates in are so important to her but we were no longer going to be able to afford for her to do them. It was heartbreaking but then we were put in touch with the Unmet Needs program and it saved us! Then we lost the ability to be able to transport her to program and Unmet Needs came through for us again. We are so very grateful and wish there was a way to thank everyone involved in this program."*



## Meet Ada

At 1 year old, Ada has a rare genetic condition that causes developmental delays and vision challenges. Early on, she needed a corrective helmet to address a flat spot on her head — a tool that could change her development during a short, critical window, but insurance didn't cover it, leaving her family to face an overwhelming cost. DP stepped in with Unmet Needs funding, and Ada received her helmet when she was six months old. After just four months, her head shape had improved dramatically, and she continued to hit new milestones. The support lifted a major financial and emotional burden for her family, giving Ada the strongest start and allowing her parents to focus on her progress.

*"Ada has a rare genetic difference that causes developmental delays and vision challenges. We knew a corrective helmet could help, but the cost was overwhelming. The support lifted a huge financial and emotional burden for our family. We're incredibly grateful for Developmental Pathways' support and kindness. It truly made a lasting difference for our family."*

– Parent of Ada

# ORGANIZATIONAL DEVELOPMENT & CULTURE

At DP, our people are at the heart of our mission. We are committed to fostering a workplace where staff feel supported, valued, and equipped to deliver exceptional services to individuals and families. Our focus on workforce development, equity and inclusion, and staff voice and feedback strengthens our culture and the quality of care we provide.

## Workforce Support & Engagement

In our second year following CMRD, we continued to strengthen and support a greatly expanded workforce to meet the needs of our case management contract. We reevaluated and reinvested in staff supports and refined internal systems, focusing on mission alignment, employee engagement, and long-term sustainability of our services.

### Our workforce strategy centers on:



**DP remains committed to being a competitive employer and community leader.**

We support staff through engagement activities, resource navigation and support, and recognition opportunities, while promoting work-life balance and flexibility.

### Key initiatives include:

- **Total compensation** - we review total compensation, including wages, regularly to ensure our wages, benefits, and other perks remain fair, market-aligned, and supportive of retaining top talent.
- **Mental health and well-being supports**, including an Employee Assistance Program, employer-paid health insurance with behavioral health coverage, and concierge leave support.
- **Performance appraisals** - annual performance reviews and meaningful feedback strengthen retention and staff development by providing employees clarity, recognition, and a clear path for growth.
- **Internal mobility** - we support internal hiring and promotional growth by preparing employees to step confidently into future roles as the organization evolves.
- **Flexible & Hybrid Work Design** - we continued to support flexible work arrangements, paired with intentionally designed in-person collaboration opportunities to strengthen connection and teamwork.
- **Data-informed workforce planning** - continued development of internal tools and resources to better understand workforce trends and employee priorities to support informed, sustainable long-term planning.
- **Staff Advisory Committee** to strengthen culture, elevate staff voices, expand feedback opportunities, and inform positive organizational change.

These coordinated efforts ensure continuity of services for the individuals and families we support.

### Staffing By The Numbers

**575**  
staff  
EMPLOYED

**209**  
new employees  
HIRED

**67%**  
of program staff  
RETAINED

Ongoing operational shifts added to the complexities and pressures of the Case Manager role in FY25. Through CM staff listening sessions and feedback, DP identified key insights that shaped our approach to staff engagement and retention, including executive listening sessions, compensation analysis, and other workforce initiatives described above.



*DP employees celebrate at an all-staff event*



## Diversity, Equity, Inclusion, & Accessibility (DEIA)

DP is dedicated to creating an equitable and inclusive workplace founded on belonging and shared purpose. We champion diversity, foster inclusion, and take meaningful action to advance equity and accessibility for all employees.

A cross-functional committee of 10 to 12 staff members guides our DEIA strategy. Each year, we evaluate our approach to ensure alignment with DP's mission, executive priorities, staff needs, and organizational policies.

### In FY25, we focused on:

- Improving employee experiences through listening sessions and engagement.
- Fostering connection, well-being, and resilience across teams.
- Advancing cultural competence and updating policies and procedures to reflect inclusive practices.

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



## Staff Advisory Committee (SAC)

Formed in July 2024, the Staff Advisory Committee (SAC) is a staff-led group focused on strengthening organizational culture, sharing collective feedback, and supporting positive change. The SAC provides an additional, structured forum for elevating staff perspectives and identifying themes that can inform organizational decision-making.

### FY25 Highlights:

- Defined the committee's purpose and guiding principles
- Created Rules of Engagement to support open, respectful collaboration
- Partnered with the DEIA Committee to identify and uplift shared organizational values
- Launched a confidential Staff Feedback form, receiving more than 40 submissions in its first year

### Looking ahead:

The SAC is refining its structure and strengthening its partnership with the DEIA Committee to enhance belonging, recognition, and connection across DP, supporting a more collaborative and inclusive workplace for all.

# FINANCIAL INFORMATION

(Supplemental Financial Information)

## FY25 Data

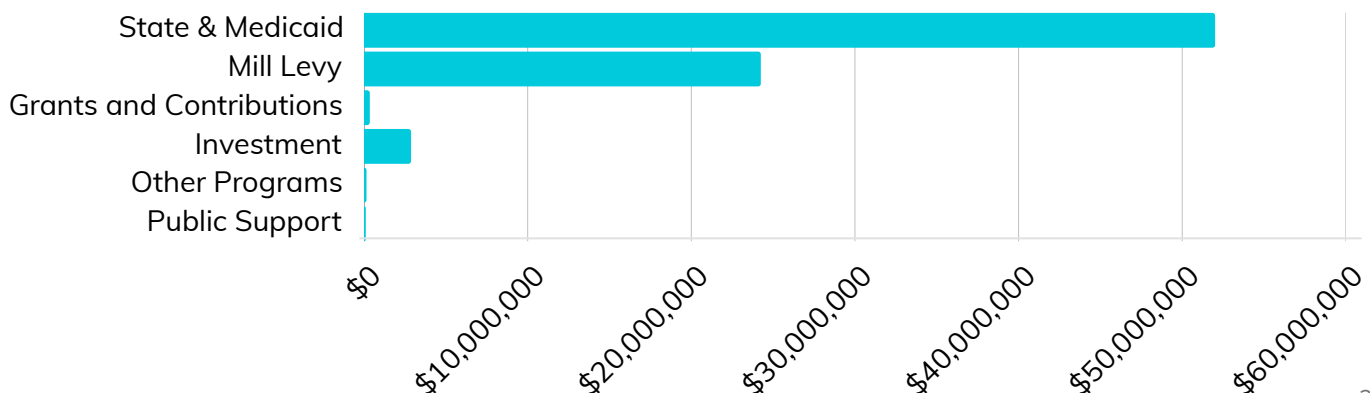
In FY25, DP added \$7.8 million to its fund balance due to strong investment returns, supplemental CMRD-related stabilization funding, and operational efficiencies. These reserves help ensure operational continuity while also fortifying services and supports during downshifts in funding environments.

### Audited Financial Statement

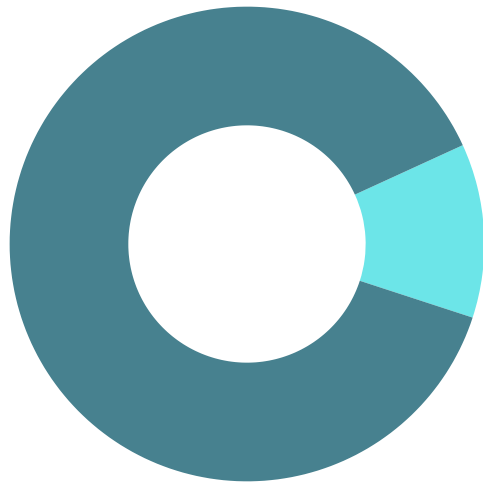
FY25 Mill Levy Report Revenue & Expenses										
	Case Management	Early Intervention	Community Outreach	Initiatives	Outsourced Services	Total Program	Fundraising and Development	Administrative Management and General	Fund Balance	Total
State Contract Revenue, Part C, ARRA	6,994,454	18,854,863	-	-	3,831,680	29,680,997	-	-	-	29,680,997
Medicaid Revenue	19,863,750	1,085,127	-	-	1,381,110	22,329,987	-	-	-	22,329,987
Service Fees and Other Program Income	-	140,257	-	-	-	140,257	-	10,814	-	151,071
Grants & Contributions	315,107	-	37,318	-	-	352,425	-	-	-	352,425
Public Support	-	-	-	-	-	-	106,008	-	-	106,008
Revenue by Funding Source and Program	27,173,311	20,080,247	37,318	-	5,212,790	52,503,666	106,008	10,814	-	52,620,488
Other Income	-	-	-	-	-	-	-	-	-	-
Net Investment Return	-	-	-	-	-	-	32,968	1,380,788	-	1,413,756
Interest	-	-	-	-	-	-	-	1,459,018	-	1,459,018
Other Revenue	-	-	-	-	-	-	32,968	2,839,806	-	2,872,774
Mill Levy	6,009,337	818,000	11,491,119	-	-	18,318,456	-	-	5,929,727	24,248,182
<b>Total Revenue, Support and Gains</b>	<b>33,182,649</b>	<b>20,898,247</b>	<b>11,528,436</b>	<b>-</b>	<b>5,212,790</b>	<b>70,822,122</b>	<b>138,975</b>	<b>2,850,620</b>	<b>5,929,727</b>	<b>79,741,444</b>
Total Expenses by Program	26,782,497	18,636,443	9,637,469	1,461,938	5,440,518	61,958,865	111,597	9,874,978	-	71,945,440
Gain/(Loss) on Disposal of Assets	(14,999)	(4,184)	(936)	(378)	-	(20,497)	(5)	15,489	-	(5,013)
<b>Total Expenses and Losses</b>	<b>26,797,496</b>	<b>18,640,627</b>	<b>9,638,405</b>	<b>1,462,316</b>	<b>5,440,518</b>	<b>61,979,362</b>	<b>111,602</b>	<b>9,859,489</b>	<b>-</b>	<b>71,950,453</b>
<b>Change in Net Assets</b>	<b>6,385,153</b>	<b>2,257,620</b>	<b>1,890,031</b>	<b>(1,462,316)</b>	<b>(227,729)</b>	<b>8,842,760</b>	<b>27,373</b>	<b>(7,008,869)</b>	<b>5,929,727</b>	<b>7,790,991</b>
<b>Management and General Calculation</b>										
Total Administrative Management and General Expenses						9,874,978				
Less: Depreciation & Amortization Expens						(87,012)				
<b>Net Administrative Expenses</b>						<b>9,787,966</b>				
Total Revenue, Support and Gains						79,741,444				
<b>Net Administrative Expenses as Percentage of Total Revenue</b>						<b>12.27%</b>				
<b>Gross Administrative Expenses as Percentage of Total Revenue</b>						<b>12.38%</b>				

For more information, please see our [2025 Annual Audited Financial Statements](#)

### FY25 Revenue by Source



## Management & General Expenses



**12.3%**  
of total  
revenue

### M&G Expenses

\$9,787,966

12.3% of total revenue

### Total Expenses

\$71,950,453

### Total Revenue

\$79,741,444

## Fund Balance

Our fund balance serves as DP's operating reserve, ensuring we can sustain operations in the event of unforeseen economic challenges. These reserves help maintain financial stability, reduce financial risk, and indicate that DP can continue operating for five+ months without new revenue, thereby offering continuity of care to the individuals and families we support.

At the end of FY25, **\$7.8M<sup>[8]</sup> was added to our total fund balance.** Our Board of Directors, Finance Committee, and senior leadership closely monitor our fund balance.

As approved by our board, fund balance dollars may be used for strategic business opportunities that advance our mission and improve outcomes for individuals with disabilities.

In partnership with the Board Mill Levy Committee, DP's Community Engagement department is developing a long-term strategy to utilize local funding to best support individuals with disabilities and provider agencies while maintaining adequate reserves.

One example of this strategic investment is the Community Engagement Initiative (CEI), which utilizes board-designated funds to support targeted local programming, including provider grants that increase quality and capacity in our catchment area.

**In FY25, DP spent the remaining \$336,779 in CEI funding, directly benefiting individuals, providers, and the community.**

[8] This figure is higher than in typical years because of several factors: strong investment returns, supplemental stabilization funding from the state, unexpected grant revenue, lower-than-anticipated salary costs, and additional operational revenue beyond budget projections.

# CHALLENGES & OPPORTUNITIES

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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.

## Key Challenges

### Recruiting & Retaining Staff

Despite DP's work to strengthen hiring, training, and engagement amongst staff, turnover remains a persistent challenge across the human services sector. We remain committed to building a dedicated, experienced workforce and are partnering with the state to advocate for systemic changes that strengthen staffing stability now and in the future.

### Responding to Continued System Changes

Colorado's disability system continues to evolve, resulting in complex challenges in access, processes, technology, and overall system stability. DP is actively engaged in identifying and advocating for solutions that strengthen the system and ensure individuals and families receive the supports they need to live fully and meaningfully.

### Navigating Early Childhood Funding Disruptions

In February 2025, Colorado experienced a \$4 million funding shortfall in Early Childhood services through the Colorado Department of Early Childhood (CDEC), impacting Early Intervention (EI) services statewide. Despite this disruption, DP maintained uninterrupted support for children and families while the EI community mobilized to advocate for sustained funding of these essential services.

During this period, DP's EI team also participated in CDEC's new TEAM EI initiative, completing the book study and joining Cohort 1. TEAM EI is CDEC's vision that every child and family served by EI Colorado has access to a primary provider, supported by a diverse team of providers with specialized expertise. The TEAM EI approach coordinates services by team and is grounded in core EI principles, such as teaming and coaching practices, to ensure services are cohesive and responsive to each family's priorities and their child's developmental needs. TEAM EI training and a pilot will happen in FY26.

# CONCLUSION

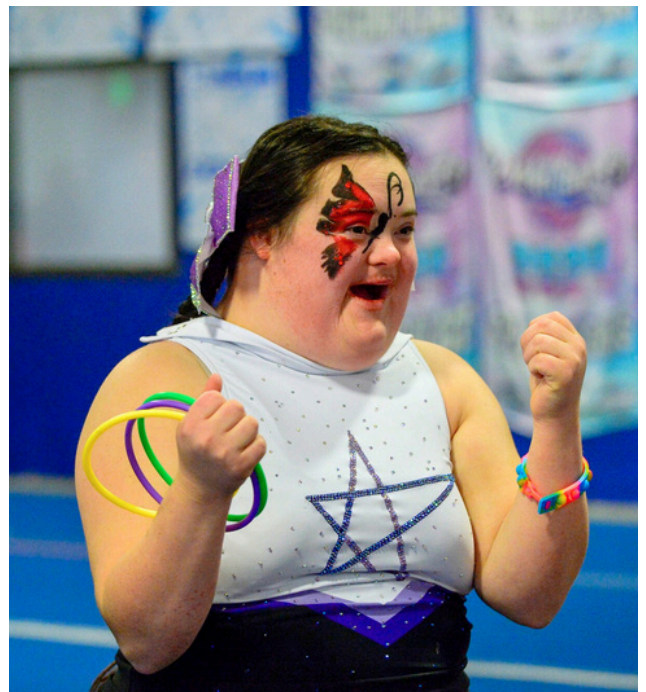
## FY25 Summary

FY25 was a year defined by resiliency and creativity. Individuals and families, providers, staff, and partners worked hard to navigate significant statewide changes while maintaining high-quality support for individuals across our region.

Throughout the year, DP adapted shifts in Early Intervention and Long-Term Care Case Management while staying focused on our mission. In collaboration with state agencies, local community leaders, and our exceptional provider network, our staff worked tirelessly to improve service quality and make progress on our strategic priorities:

- Stabilizing and aligning disability supports in Arapahoe, Douglas, and Elbert counties.
- Advocating for provider and case management agency sustainability across Colorado.
- Ensuring continuity of care for individuals and families across all programs.
- Driving compliance, quality, simplicity, stability, and accountability across the organization.
- Steadying financials and rebuilding fund balance to protect EI and home- and community-based supports.
- Addressing invisible provider waitlists by supporting workforce needs and advocating for rate increases.

As we look ahead to FY26, DP remains deeply committed to the disability community. We will continue working alongside individuals and families, providers, advocates, and partners to stabilize the disability system, strengthen partnerships, and advance equitable, person-centered supports that enable people to live full, meaningful lives.



*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)



FY2025

# MILL LEVY REPORT

Strengthening Community  
Through Resiliency and  
Creativity



Developmental  
Pathways

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# EXPLANATION OF REPORT

This report highlights a year in which resiliency and creativity shaped how Mill Levy funding met community needs. Below we've summarized how \$24.2M of Mill Levy revenue from Arapahoe and Douglas counties supported local programming for Fiscal Year 2025 (July 1, 2024 – June 30, 2025). The report outlines the programs funded, outcomes achieved, and impact on the individuals and families supported by Developmental Pathways (DP).

Mill Levy funding is a critical resource used to strengthen local supports, expand opportunities for individuals with intellectual and developmental disabilities and delays (I/DD), and address system gaps not covered by state or federal funding. For broader program information, please refer to the Annual Report.

**Fiscal Year 2025 (FY25) marked the 23rd year that DP has received Mill Levy funds in Arapahoe and Douglas counties.**

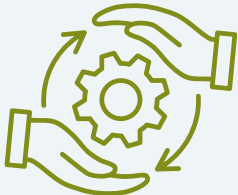
We remain deeply grateful for the trust placed in DP to steward these resources.

# MILL LEVY BACKGROUND

In 2001, voters in Arapahoe and Douglas Counties overwhelmingly passed a one-mill property tax dedicated to supporting individuals with I/DD<sup>[1]</sup>. As the Community Centered Board (CCB) for both counties, DP administers these funds to provide essential local programming and community support.

The Mill Levy was established to strengthen and stabilize the local I/DD community by protecting and assisting individuals, reducing the need for out-of-home placements, supporting inclusive employment opportunities, extending senior services, enhancing early childhood development to mitigate long-term barriers, and reducing waitlists for essential services.

Mill Levy funding enables DP to respond quickly and creatively to community needs, especially during times of system change.



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

# OUR MILL LEVY COMMUNITY

In FY25, DP delivered more than 36,000<sup>[2]</sup> instances of Mill Levy-funded support through direct and indirect community-based programming. These investments reflect not only the breadth of need across our area but also the importance of building inclusive, connected communities where individuals with disabilities are visible, valued, and supported.

Mill Levy funding also supports community awareness and inclusion efforts. Each March, DP participates in Developmental Disability Awareness Month.

This nationally recognized observance was established in 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.”

In FY25, DP partnered with Access Gallery and other local organizations to raise awareness about inclusion and accessibility for individuals with intellectual and developmental disabilities/delays through an event.

FestAbility Accessibility Festival at Momentum Athletic Center brought together 300 participants and 30 community partners for a day centered on an inclusive, free event filled with creativity, joy, connection, and a sense of belonging. Activities included arts and crafts, a petting zoo, interactive games, and accessible experiences designed for people of all abilities.

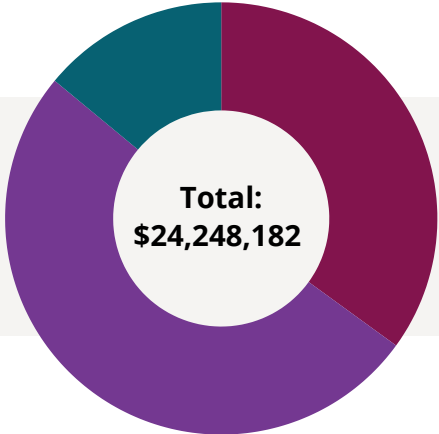
Through initiatives like these, Mill Levy funding helps grow stronger community connections and promotes environments where individuals with disabilities can fully participate and thrive.



[2] 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

## Total Mill Levy Received: \$24.2M



### Total Mill Levy Received by County

**Arapahoe County:** \$15.8M (65%)  
**Douglas County:** \$8.4M (35%)



### Mill Levy funding supported two primary investment categories:

#### Direct to Community | \$11.5M

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

#### Supportive Community Programming | \$6.8M

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

[3] This figure is higher than in typical years because of several factors including strong investment returns, supplemental stabilization funding from the state, unexpected grant revenue, lower-than-anticipated salary costs, and additional operational revenue beyond projections.

# Direct to Community: \$11.5M

## I/DD Local Programming

Direct local programming strengthened person-centered supports, increased access to services, and ensured equitable resources for individuals with I/DD across Arapahoe and Douglas counties. This work reflects adaptability in meeting growing needs and creativity in addressing service gaps.

In FY25, DP invested \$11.8M directly to the community, which includes \$336,000 from the fund balance, to support disability advocacy work, expand provider supports, and other key initiatives.

### FY25 Programming and Impact



#### Community-Based Provider Support - \$4.48M<sup>[4]</sup>

- 135 Sponsorships and 47 Provider Grants and Mill Levy Contracts supporting Program Approved Service Agencies (PASAs), advocacy groups, education organizations, recreation and community centers, etc.



#### Community Outreach Waitlist Services - \$360K

- Provided coordinated care and resource navigation for 2,493 individuals waiting for state or federally funded services



#### Direct Supports to Individuals - \$2.9M



#### Funded Unmet Needs and Scholarships, resulting in

- 2,522 Unmet Needs requests approved (\$2.3M)
- 5,400+ individuals supported through scholarships (\$614K)

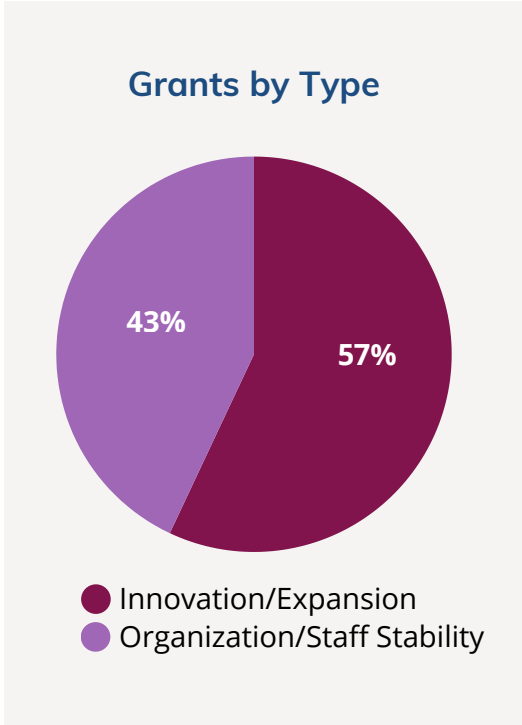
[4] Numbers supported are duplicated in any instance where an individual or family was supported by more than one scholarship.

## Provider Programming

\$4.23M in Provider Grants & Mill Levy Contracts  
 + \$251K in Sponsorships<sup>[5]</sup>

As directed by the Mill Levy referendums, DP collaborates with local providers to ensure essential I/DD support remains stable and responsive to community needs. In FY25, we worked with multiple local providers to ensure continuous support and service stability.

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.



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	Community and Bilingual Resources
Parker Personal Care Homes	Community Center
Wellspring	Residential Supports

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.

[5] A portion of funding in sponsorships and grants utilized Board Designated Funding and the remainder was from Mill Levy funding.

## Top 10 Funding Recipients for Grants and Sponsorships:

- Adams Camp
- Affinity Ranch
- Continuum of Colorado
- Cottonwood Community Alternatives
- El Grupo Vida
- Fyzical Therapy & Balance Centers
- HighPointe Services
- Parker Personal Care Homes
- TACT Kids
- Wellspring Community

A full list of the 182 grant and sponsorship funding recipients are available upon request, please contact us directly for additional information.

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

### TACT Kids Inc.

Grant funding supported TACT's first culinary cohort of 15 individuals, who graduated in May 2025. The cohort achieved a 100% pass rate on the ServSafe curriculum, and seven out of the 15 graduates secured competitive, integrated employment.

*"Support from Developmental Pathways for TACT's first culinary program made it possible for our clients to gain the skills necessary to obtain competitive, integrated employment in less than one year. Their support in both financial and in networking means helped create a truly remarkable program for remarkable students and workers. Thank you!" – Becky Mershon, COO*



### Family Voices Colorado (FVCO)

Grant funding enabled Family Voices to hire a part-time Mental Health Navigation Specialist, allowing the organization to serve 142 families in Arapahoe, Douglas, and Elbert counties. With this grant, they could support families at a crisis point, accelerate response times, and guide many through complex processes such as CHRP HCBS waiver eligibility and residential treatment options, which they were previously too overwhelmed to explore. Families expressed relief and hope at finally being understood, having a plan forward, and having someone on their team who is solidly on "their side."

*"This grant gave our families hope — and more than that, a path forward. It allowed us to meet them where they were, overwhelmed and afraid, and walk with them toward real solutions. For families of children with both developmental disabilities and mental health challenges, this program has been a game-changer.*

– Megan Bowser, Executive Director

## Sponsorships

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

### Easterseals Colorado - Archery Challenge

DP sponsorship of Easterseals Colorado’s 5th Annual Archery Challenge fundraising helped add an ADA Archery course to the event. The fundraiser generated enough support for Rocky Mountain Village’s campership fund to benefit up to 13 campers with I/DD living in Arapahoe and Douglas counties.

*Easterseals Colorado’s Archery Challenge was able to provide an ADA Course this year thanks to the support from Development Pathways. The ADA Course allowed the event to be inclusive of all ages, genders, and abilities. Through this simple course addition together, we were able to remove the stigma and barriers associated with disabilities.”*  
– Sharon Brown, VP of Development



### Howdy Homemade - Hero Club Event

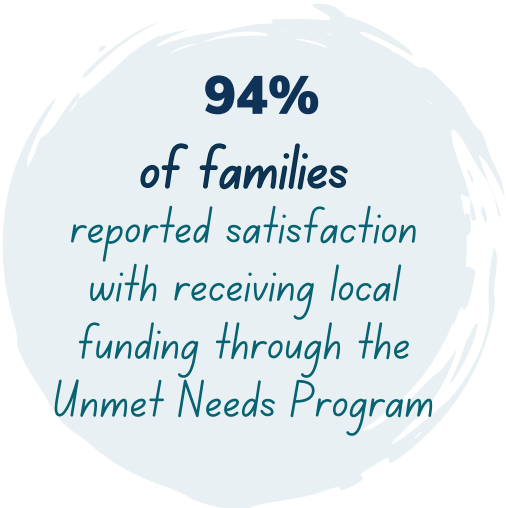
DP sponsorship supported Howdy Homemade Ice Cream’s Hero Club Event, celebrating the capabilities of people with I/DD. The event introduced attendees to Howdy Homemade’s mission and staff, welcomed new Hero Club members and highlighted existing ones, and featured an interview with Alex Singleton, a Walter Payton NFL Man of the Year nominee, who was recognized for his work in the disability community and his connection through his sister with Down syndrome.

*“We had an amazing event. Roughly 200 people attended. Our goal was to gain new Hero Club members and promote creating jobs for people with IDD. We had 15 new members sign up, and I think we did an amazing job showing how great hiring people with IDD is!”* - Troy Knuckles, Owner



## Unmet Needs Program \$2.3M

The Unmet Needs Program provides funding for essential items and services not covered by other funding sources. Individuals with disabilities often face increased living costs due to expenses to support their day-to-day needs related to medical interventions, therapeutic supports, home and vehicle adaptations, assistive technology, and other needs.



*“My son was able to access swimming classes for water safety skills, Occupational therapy needs, and peer integration. My son was in Early Interventions and was in need of several sensory input options for him. Water Therapy has helped my son in so many ways. It has helped with him building routines, swimming skills, and even more has helped increase vocal communication.”*

- Grateful Parent



## What Unmet Needs Funding Supports

The program helps address gaps in coverage by supporting needs related to:



### Health, Safety, Stability

- Medical, behavioral, or therapeutic services not covered elsewhere
- Preventing out-of-home or institutional placements
- Health and safety interventions



### Independence and Community Participation

- Home and vehicle modifications
- Social and recreational programs
- Job coaching and supported employment while awaiting waiver enrollment



### Family and Caregiver Support

- Assistance navigating the disability system (testing, pre-enrollment, coordination)
- Supervision and respite
- Emergency placement or housing transition support

## Voices From the Community

*"I am incredibly grateful and deeply honored. The support I received made a meaningful difference during a challenging time, and I cannot overstate how much I appreciate the program's commitment to helping individuals and families in need."* – Anonymous

*"Very thorough explanation and care. Very considerate. Expedited paperwork and replies quickly. Great at emailing and phone conversation."* – Parent

## Meet Sunny

Ali is the mother of 2-year-old Sunny, who has Down syndrome. After a challenging first year, Ali longed for connection, support, and guidance. A conference for mothers of children with disabilities offered exactly that, but the cost put attending out of reach. Through Unmet Needs funding from DP, Ali was able to attend the conference. She left with new confidence, meaningful friendships, and renewed belief in her daughter's potential. Now, she shares that encouragement with other families right here in Colorado.

*"I had heard that this was a great conference for moms to attend, and I really wanted to make it happen. It helped support me in being able to go, feel connected, uplifted, and strengthened in the world of being a mom who takes care of a child with special needs. I'm very grateful that I was able to get the funding to go!"* – Ali, Sunny's mother



# Scholarships

\$614K

Scholarships connect individuals directly to community-based providers for specific, identified services, such as therapeutic, recreational, and skill-building opportunities. To reduce costs for families, DP partners with providers who serve multiple individuals and use direct billing, allowing DP families to participate in the service at little or no cost.



## Impact Highlights

### Momentum Extraordinary Athletes Program

With support from the DP scholarship program, Momentum’s Extraordinary Athletes program reached families that otherwise could not afford the services. As a result, the program saw meaningful, nearly magical transformations that positively impacted dozens of children and their families.

*“Momentum has helped our daughter find something that she loves while building a community to support her. When we first found out about the scholarship program, we had just come through a stressful family situation. We felt like we were starting to lose a piece of our daughter. Then we found out about the scholarship program and enrolled her into Extraordinary Athletes at Momentum. She has since found an activity that she looks forward to each week, and it has helped her to grow within herself. We now feel like we have our daughter back.” – Parent of Momentum Scholarship Recipient*



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

Kidz Gym



Families reported meaningful improvements in emotional regulation, belonging, and participation.

*"I just wanted to say thank you from the bottom of my heart for creating a program like this and offering a safe space! We have tried numerous activities with my daughter they each have led to her shutting down and closing off from the world, becoming so isolated. It's been heartbreaking to watch her want to take part in things, but not being able to self-regulate and then physically not be able to handle it all. So, it was incredible to see her tonight, shine and actually be herself! She was comfortable for the first time out in the world and I was blown away! I can't put into words how special tonight was-saying the words thank you isn't enough."*

- Parent of Kidz Gym scholarship recipient



IN! Pathways to Inclusive Education

Scholarships for IN!'s programming provided 14 scholarships to students supported by DP who are pursuing inclusive higher education. Each student who received scholarship funds completed their academic year successfully, demonstrating growth in academic achievement, social integration, independence, and career-readiness skills.

*"Jonah Durham was a scholarship recipient at Arapahoe Community College, and support from the DP scholarship program allowed him to complete his final semester as an Elevate student studying Multimedia Graphic Design. During his senior year, Jonah had an internship creating graphic designs for the Littleton High School Athletics Department and gained many skills to launch him into his future career. Jonah shared that being included in college allowed him to discover what his role is in this world. We are so thankful to DP for supporting that level of belonging and growth."*

- Shayna Laing, IN! Community Engagement Manager

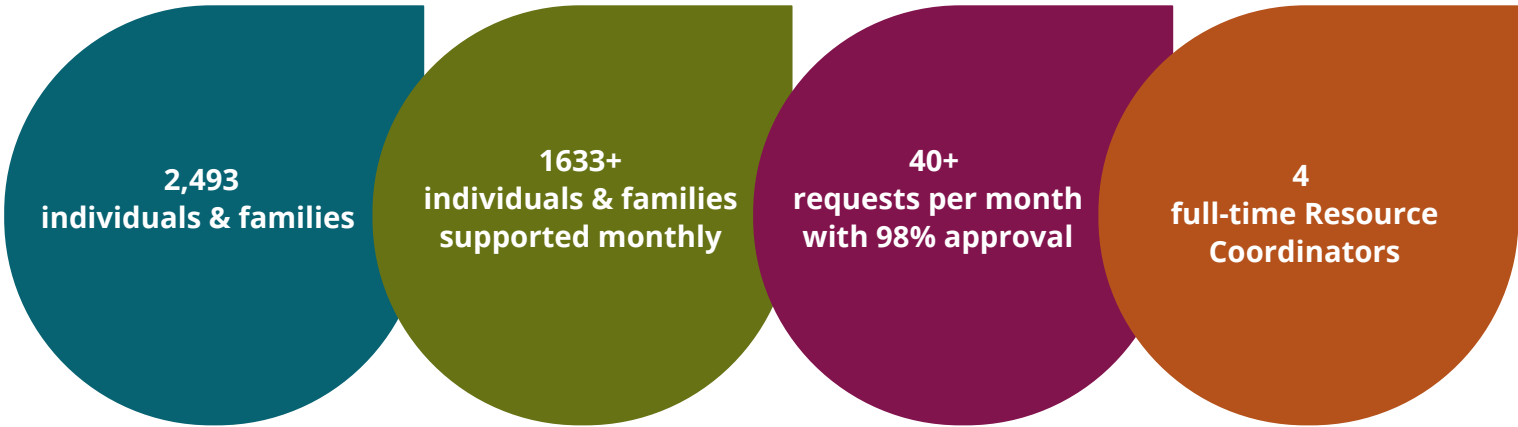


# Community Outreach Waitlist (CO WL) Services Program

## \$360K

Mill Levy funding fully sustains this locally funded I/DD program, which supports individuals waiting for state or federally funded services. The program currently serves individuals of all ages.

### FY25 Outcomes



#### Resource Coordinators:

- Help support families through transitions out of EI and into LTC programs
- Assist families in accessing funding for specific unmet or under-met needs
- Connect families to community resources and scholarships

#### Parents of children in the Community Outreach Waitlist Services Program shared:



*"Our Coordinator has been great as a resource for helping with resources for [individual]. She has been very timely and communicative. We hope to explore additional resources for [individual] as he's transitioning to other types of resources for teens and young adults."*

*"As a parent that is newly navigating [my] daughter's needs, this program has been nothing but beneficial. Our coordinator has always answered with kindness, even with the simplest questions. It has taken time to re explain things and I really appreciate her for that."*

Beginning in FY25, DP initiated steps to evolve the program. This enhanced initiative, renamed CO WL the **Resource Coordination Program (RCP)**, places a stronger emphasis on resource navigation and transition support for individuals and families. Visit our [RCP webpage](#) to learn more.

# Supportive Community Programming: \$6.9M

## Wrap-around Care Coordination

\$6.8M

While state contracts fund core case management and service coordination functions, Mill Levy funding supports wrap-around care coordination and activities that ensure individuals receive consistent, person-centered assistance.

This funding is key to building a solid foundation of lifelong supports for individuals and families. It also enables case managers and service coordinators to address needs that fall outside state contract requirements but are essential to quality long-term care. Staff regularly connect individuals and families to Mill Levy-funded resources, such as unmet needs, wrap-around services, scholarships, and other aids.

### Examples include:



Community education and training



System navigation



Provider support and collaboration



Quality assurance and improvement efforts



Crisis support and dedicated specialized teams

Wrap-around care coordination means staffing teams with professionals dedicated to helping individuals and families navigate the complex disability service system. Our teams play a critical role in ensuring people with I/DD receive high-quality, seamless care.

# Investment in Wrap-around Supports

## Investment in wrap-around supports



## Community Activities

\$56K

Supportive community programming strengthens DP’s foundational operations, enhances community engagement, and improves access to high-quality case management. Activities include parent/caregiver training, early childhood educator training, and hosting or attending community events to support and engage individuals, families, and providers.

**The Outreach & Engagement Team participated in 67 presentations or in-person engagement opportunities**



### Email Newsletters

sent to 15,700+ individuals, families, and community providers bi-weekly over 12 months

## Crises and Emergency Supports

Ensuring the health, safety, and well-being of individuals is our top priority. In FY25, DP responded to **653 after-hours calls** related to hospital planning, housing instability, loss of supervision or services, crisis support, and CMA transitions.

The Adult Crisis Team addressed more than 200 urgent situations, including:

- 35 emergency enrollment requests
- 16 Community Support Team referrals
- 13 Regional Center/ Intermediate Care Facilities (ICF) admission requests

We also monitor and report critical incidents, such as hospitalizations, medication issues, criminal justice involvement, and allegations of mistreatment, and work to connect each person with their Regional Accountability Entity (RAE) and advocacy resources for ongoing support.

### Crisis Support Success

DP’s Crisis team supported an individual who had been displaced from their family home. This person was on the SLS waiver, but it no longer met their needs, and a previously submitted DD Waiver Emergency Enrollment Request (EER) was denied. After a thorough interdisciplinary team discussion, the Crisis team conducted updated assessments, then wrote and submitted a detailed EER. The EER was approved, allowing the individual to remain in the host home that had been providing respite since removal from their family home, ensuring they received necessary care and stability.

## Case Management Care Team (CMCT)

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

### FY25 Accomplishments



Facilitated 12,986 phone calls, with 92% resolved within 48 hours



Responded to 4,745 emails



Aided in stabilization through monitoring activities and revisions, IDT meetings, and addressing concerns



Assisted with crisis situations and managed a high volume of after-hours calls Monday - Friday



### CMCT In Action

CMCT assisted an individual whose transfer from another CMA was incomplete, leaving them without active support. The team contacted this person, identified their needs, coordinated with the transfers liaison, completed required paperwork, and ensured this individual was added to the correct caseload, restoring continuity of care.



# FUND BALANCE

**\$5.9 Million**

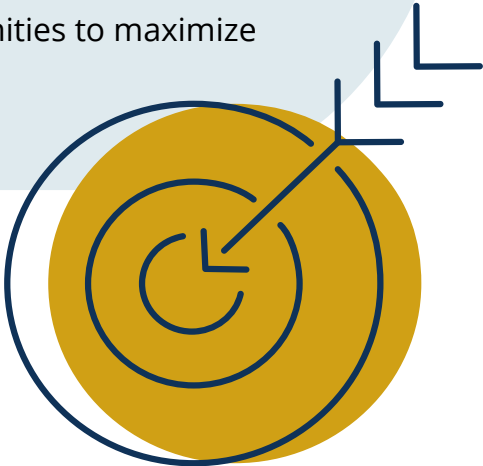
At the end of FY25, DP added \$7.8M to its total fund balance, including \$5.9M from Mill Levy revenue. This figure is higher than in typical years because of several factors: strong investment returns, supplemental stabilization funding from the state, unexpected grant revenue, lower-than-anticipated salary costs, and additional operational revenue beyond budget projections. DP’s Board of Directors, through its Finance Committee, Mill Levy Committee, and senior leadership team, continues to monitor the fund balance to ensure responsible stewardship.

### Board Mill Levy Committee

Established in July 2020, the Board Mill Levy Committee includes representation from Douglas and Arapahoe County Commissioners and provides focused leadership on Mill Levy investments. The committee advises on I/DD program-related spending strategies in collaboration with the Community Engagement department. We are proud of both our stewardship and transparency and are grateful to the Board of Directors for their steadfast support of Colorado’s disability community.

### Committee Goals

- ✓ Supplement, not supplant other funding sources
- ✓ Align the Mill Levy and fund balance spending with county-specific needs
- ✓ Address the broad needs of a diverse I/DD community
- ✓ Identify collaborative funding opportunities to maximize community impact



# THE FUTURE OF MILL LEVY



## Looking Ahead

DP remains deeply committed to the disability community and is excited about the future of Mill Levy-funded work.

### Goals

#### Ensure Strong Oversight

Maintain accountability and transparency in managing Mill Levy investments

#### Strengthen Partnerships

Build and deepen relationships with county partners, providers, and community stakeholders

#### Coordinate Financial Planning

Collaborate with leadership to inform fund balance decisions and evaluate impacts of state and federal funding

#### Develop Future Funding Strategies

Identify and address unmet needs through innovative approaches to local funding

### Our Approach



**Thank you to our county partners, individuals and families, providers, and community members for your ongoing trust and collaboration. Together we are shaping a stronger, more inclusive future.**

## **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)



FY2025


# COUNTY REPORTING



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# ARAPAHOE COUNTY



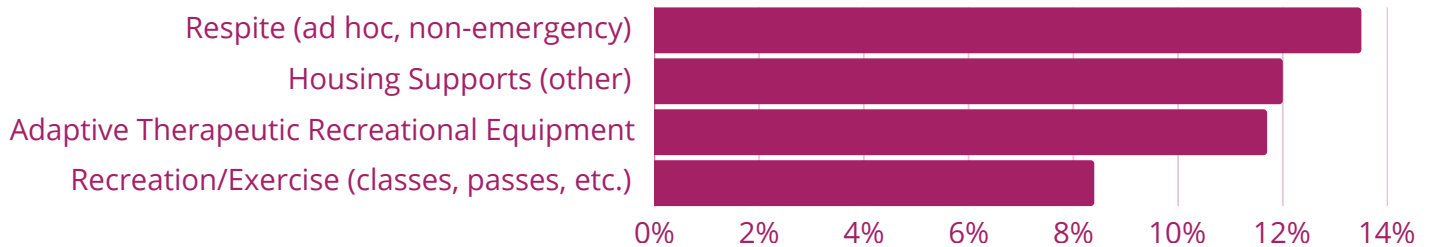
Arapahoe County's FY25 report reflects a community demonstrating resiliency through increased demand and creativity in addressing system challenges.

## Investment in I/DD Services

- **8,118 Total Individuals Served**
  - About \$1,950 of Mill Levy spend per person for supported county residents
- **Top Programs Accessed**
  - Early Intervention
  - Community Outreach Waitlist Services
  - Developmental Disabilities Waiver

## Direct Local Programming Impact

### Highest-funded Unmet/Under-met Needs Categories



## Community Investment Highlights

- \$4.5M in Supportive Community Programming
  - Wrap-around Care Coordination and special teams
- \$2.9M in Direct to Community Provider Programming<sup>[1]</sup>
- \$1.8M in Direct to Community Unmet Needs and Scholarships

## Community Wins

- 126 unstable and crisis situations supported by DP's Crisis team
- 1,536 individuals supported by Developmental Pathways' (DP) Benefits team through intake and enrollment
- Grant funding for supported employment, staff stability, and program expansion
- 313 I/DD waiver enrollments (220 children, 93 adults)

## County Liaison

- Supported 296 individuals over the fiscal year
- Conducted 60+ community partnership engagements (presentations, meetings, resource connections)
- Continued collaboration with Arapahoe County Public Health and Arapahoe Department of Human Services
- Maintained partnerships with school districts, Collaborative Foster Care Program, Buckley Air Force Base, and other community organizations

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

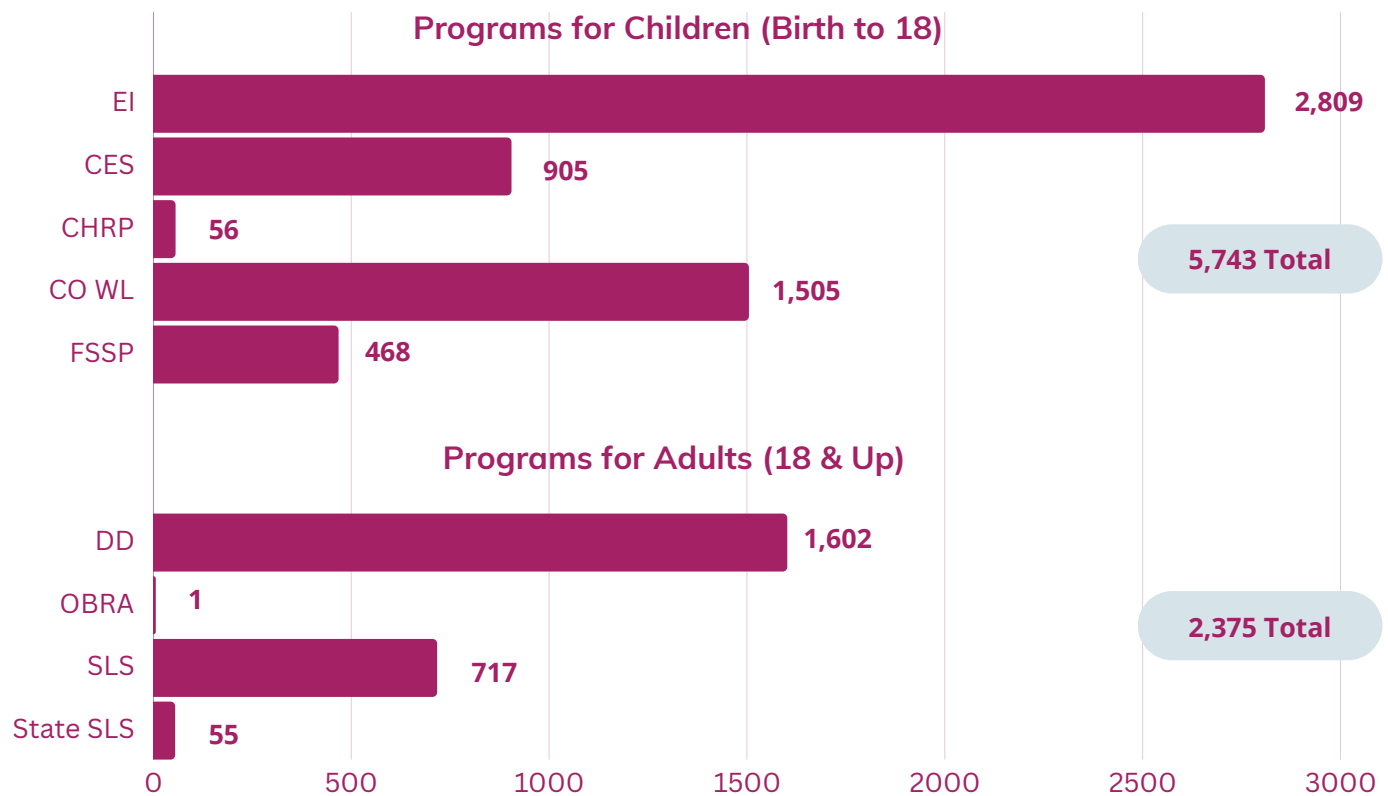
# Arapahoe County

## County Liaison Success Story

The County Liaison Team supported a youth who had recently moved to Arapahoe County and had worked with another Case Management Agency. The youth was also involved with the DHS Child Welfare Team and needed immediate assistance in exploring a higher support level for a CHRP Waiver placement, which determines the daily rate for out-of-home care.

The DP County Liaison quickly gathered information about the youth’s situation and coordinated with the Child Welfare Caseworker, Case Management Team, Child Welfare Team, and Provider Agency to guide them through the funding increase process. The request was approved, allowing the youth to remain in a placement where she could thrive. This coordination helped bridge the teams involved and ensured efficient progress toward meeting the youth’s needs.

### Individuals Served by Program | 8,118 Total Served



### Grant Recipient: All-Stars Club

Thanks to grant funds, the All-Stars Club increased volunteer recruitment and incentives at two Aurora locations, successfully expanding the program within the DP catchment area.

Families provided feedback on the impact of the program: *"The All-Stars buddy showed so much patience and care for my son. I could see how much he loved his time with them, which let me spend a couple of peaceful hours doing something for myself. Thank you!"* – Carl, parent of All-Stars participant

*"The joy on my son's face after spending time with his buddy says it all. I felt confident leaving him in their care, which allowed me to recharge my batteries. This program is such a blessing to our family!"* – Kim, parent of All-Stars participant



# DOUGLAS COUNTY



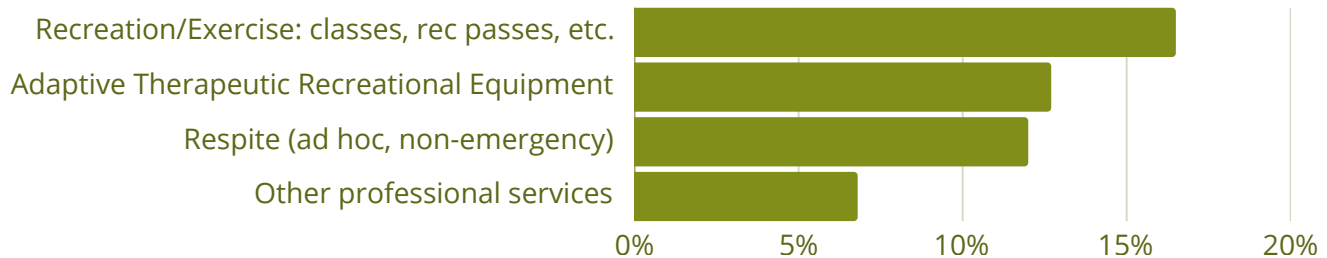
In Douglas County, FY25 demonstrated resiliency across family supports and creativity through expanded partnerships with schools, county agencies, and health networks.

## Investment in I/DD Services

- **4,058 Total Individuals Served**
  - About \$2,073 of Mill Levy spend per person for supported county residents
- **Top Programs Accessed**
  - Early Intervention
  - Community Outreach Waitlist Services
  - Children Extensive Supports

## Direct Local Programming Impact

### Highest-funded Unmet/Under-met Needs Categories



## Community Investment Highlights

- \$2.3M in Supportive Community Programming
  - Wrap-around Care Coordination and special teams
- \$1.1M in Direct to Community Provider Programming<sup>[2]</sup>
- \$997K for Direct to Community Unmet Needs and Scholarships

## Community Wins

- 142 I/DD waiver enrollments (91 children, 51 adults)
- 305 individuals/families supported by DP's Benefits team
- 29 unstable and crisis situations supported by DP's Crisis team
- Grants supporting innovation/expansion, The Hive Community Center, and staff retention/stability

## County Liaison

- Supported over 80 individuals last fiscal year including newly referred individuals and those already connected to DP
  - 43 of the individuals were connected to the Douglas County Care Compact
- Participated in 68 partnership engagements (presentations, meetings, resource navigation, individual support)
- Continued collaboration with DC Health Department, Department of Human Services, Douglas County School District, and beyond

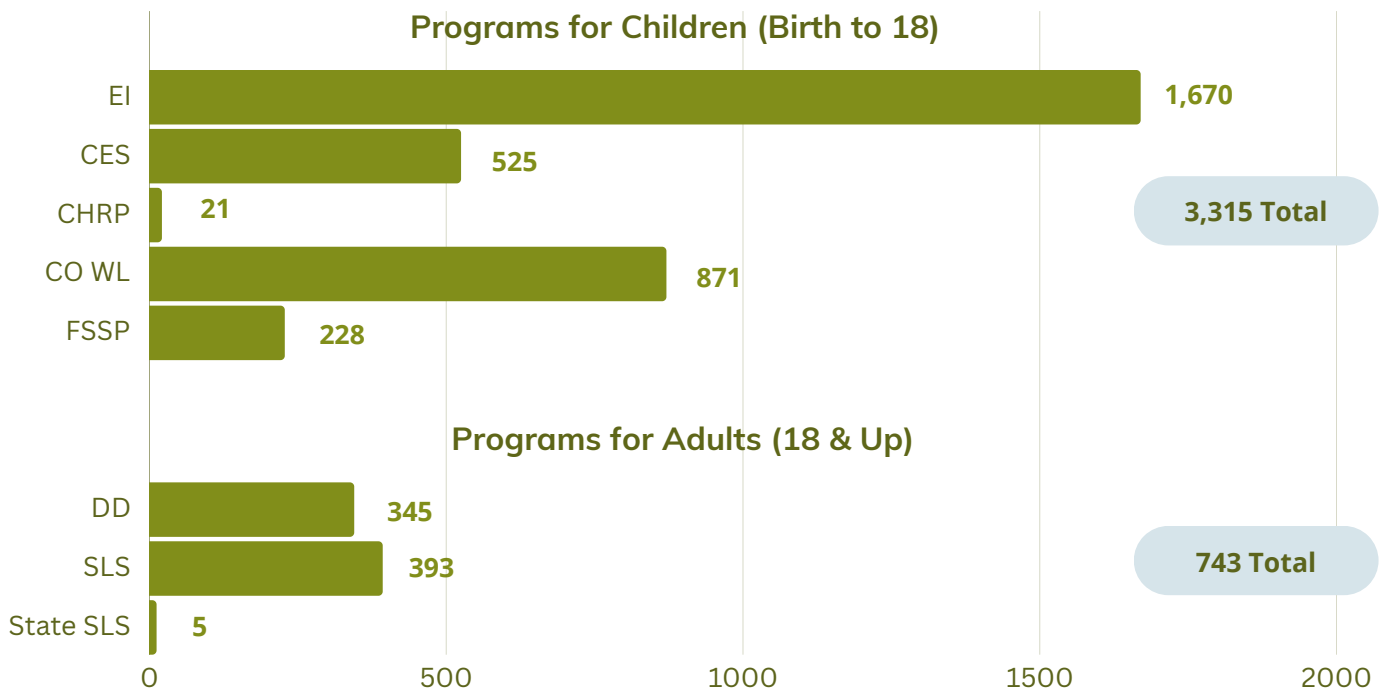
[2] Includes provider grants, sponsorships, community training, and events from Mill Levy and Board Designated Funds.

# Douglas County

The County Liaison Team partners closely with Douglas County School District, including the Bridge Program. The Bridge counselor regularly consults with the DP County Liaison Team on DP services and referrals.

This year, she referred a young adult whose increasingly aggressive and destructive behaviors were putting him at risk of police involvement, and whose parent could no longer safely support him at home. The DP County Liaison Team stepped in immediately, guiding the family through enrollment into the Children’s Habilitation Residential Program (CHRP) Waiver and connecting the student to the Douglas County Youth Care Compact. Because of the Liaison Team’s coordination, he was quickly placed with trained providers who can meet his needs and is now receiving the mental health and related supports necessary to stabilize and work toward his goals. Throughout the process, the Liaison Team played a key role in helping all professionals understand the family’s needs and aligning efforts to effectively support this young man.

## Individuals Served by Program | 4,058 Total Served



## Sponsorship Funding Lone Tree Arts Center

Sponsorship funding enabled the Lone Tree Arts Center to offer a full season of Sensory Inclusive programming in 2024-25, providing accessible arts experiences to more than 800 individuals with I/DD and their family members. Activities included adapted performances, a peaceful morning with Santa, empowering usher training, and the new Drama Games for Youth with Autism class series, developed with Phamaly Theatre Company, to build confidence and connection through Shakespeare-inspired play.

*“This partnership not only expanded access, but strengthened community bonds and launched a new, lasting initiative. We are deeply grateful for Developmental Pathways’ role in making this work possible.”* – Dana Ciccotello, Director of Grants at Lone Tree Arts Center



# ELBERT COUNTY



Although Elbert County does not receive Mill Levy funding, DP provides some funding to Elbert County residents through donations, reflecting DP's commitment to resiliency and creative solutions to meet needs throughout our entire catchment area.

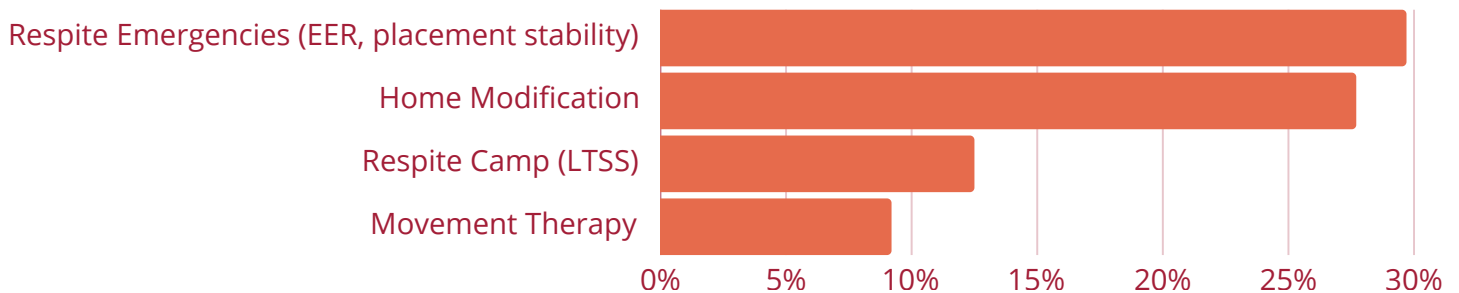
In FY25, DP approved \$41.6K in donation funds to directly support individuals.

## Investment in I/DD Services

- **204 Total Individuals Served**
- **Top Programs Accessed**
  - Early Intervention
  - Children Extensive Support
  - Supported Living Services

## Direct Local Programming Impact

### Highest-funded Unmet/Under-met Needs Categories



## Community Investment Highlights

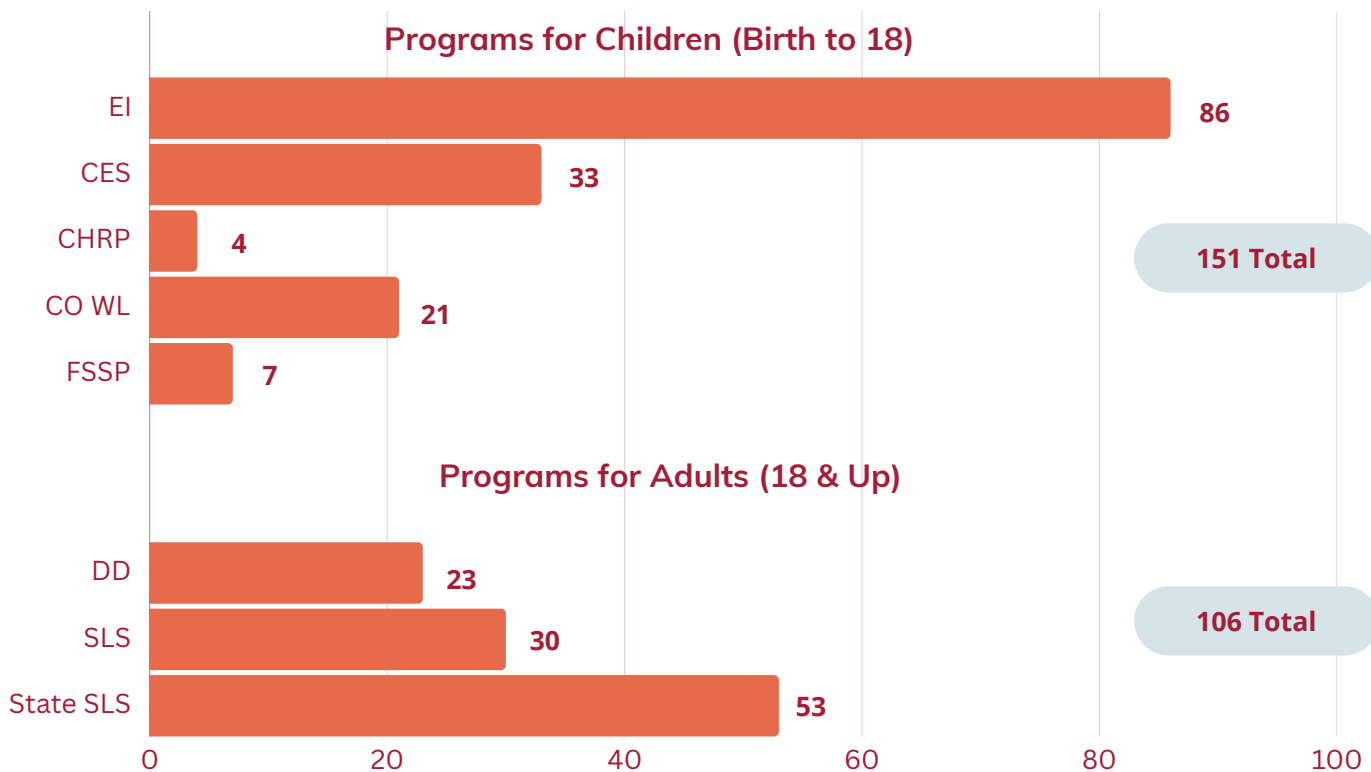
- \$36.1K in unmet/under-met needs programming funded through donations
- \$5.5K in scholarship funding through donations

## Community Wins

- 7 I/DD waiver enrollments (4 children, 3 adults)
- 7 individuals/families assisted by DP's Benefits team to ensure the continuity of long-term care benefits
- 36 individuals supported with DP's Benefits team through the intake and enrollment process
- 17 individuals supported by the Family and Community Resource team to navigate connection to DP and other community supports
- Increased engagement with local agencies, which included 16 partner connections and presentations throughout the year

# Elbert County

## Individuals Enrollment by Program | 204 Total Served



## Impact of Donation Funding

### Parent Responses on UMN Satisfaction Survey

Dear DP Board, Unmet needs have offered Blake resources and supports in the community that he would not otherwise have received. While unmet needs for day community outings and travel may seem frivolous or unneeded, in Blake’s case, it has been truly life-altering. Blake has been in behavioral therapy since he was four years old. Nothing has been as impactful as the adult day outings and travel with peers. It offers Blake the ability to think and process independently in the community, while working on safety and communication. The funding has provided Blake with the continuation of developing relationships with peers and additionally caring for himself in the community setting. Thank you for approving the unmet needs. We are so grateful as a family for the funds that DP has so generously provided.

### Scholarships

The Hive Community Center welcomed individuals with I/DD from Elbert County for over 30 visits last year.

*“Through the scholarship program, adult day groups have been able to participate in a wide range of activities at The Hive that would not have been possible otherwise. This includes regular use of the sports simulator, hands-on crafting projects, and recording experiences in the A/V room. Most recently, we have begun introducing groups to the makerspace, where participants are learning about equipment such as the laser engraver and 3D printer. These opportunities have given individuals a chance to try new things, discover personal interests, and practice skills in a safe, supportive community setting. For many, it has been the first time accessing this type of technology, and the excitement and curiosity it has generated has been noticeable.”*

– Samantha Keen , The Hive Director

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

## **Contact**

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# APPENDIX



Developmental  
Pathways

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<b>8</b>	Accessing Services & Support

## HISTORY OF MILL LEVY

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In the late 1990s and early 2000s, Developmental Pathways (DP) faced a funding gap due to rapid population growth and increasing demand for services in Arapahoe and Douglas counties. State contract funding, the primary source of revenue for disability services, was no longer keeping pace with needs. DP faced significant fiscal cuts to services.

This problem was compounded by the disproportionate distribution of state funding, resulting in some of the lowest per-capita allocations of resources to Arapahoe and Douglas counties relative to other areas of Colorado.

To prevent significant service reductions, county leaders and community advocates pursued a Mill Levy election under the Taxpayer's Bill of Rights (TABOR) in accordance with state statute (25.5-10-206(6) C.R.S.). With the unanimous support of County Commissioners, Referendum 4A was placed on ballots in both counties in 2001.

After months of community outreach and intensive campaigning, voters in both counties approved a one-mill property tax dedicated exclusively to services for individuals with developmental disabilities and delays. This investment stabilized the system. In the first two years, more than 1,600 new individuals received services through Mill Levy-funded local and state programming, and previously anticipated cuts were avoided.

The Mill Levy remains a vital local resource, enabling DP to respond to community needs with flexibility, stability, and long-term impact.



# 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)

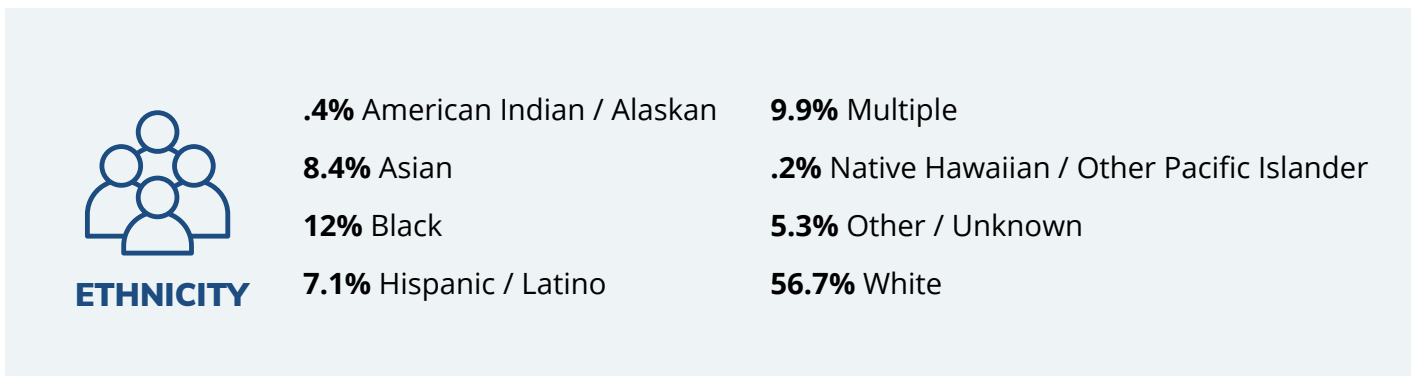
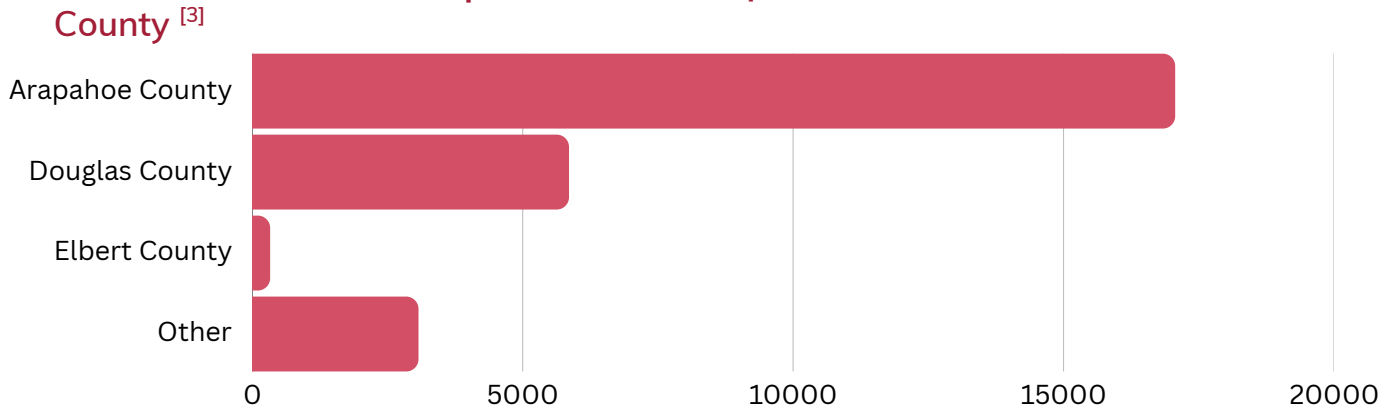
## Delay

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

# DEMOGRAPHICS<sup>[1]</sup>

Population Served | 26,327 Total <sup>[2]</sup>



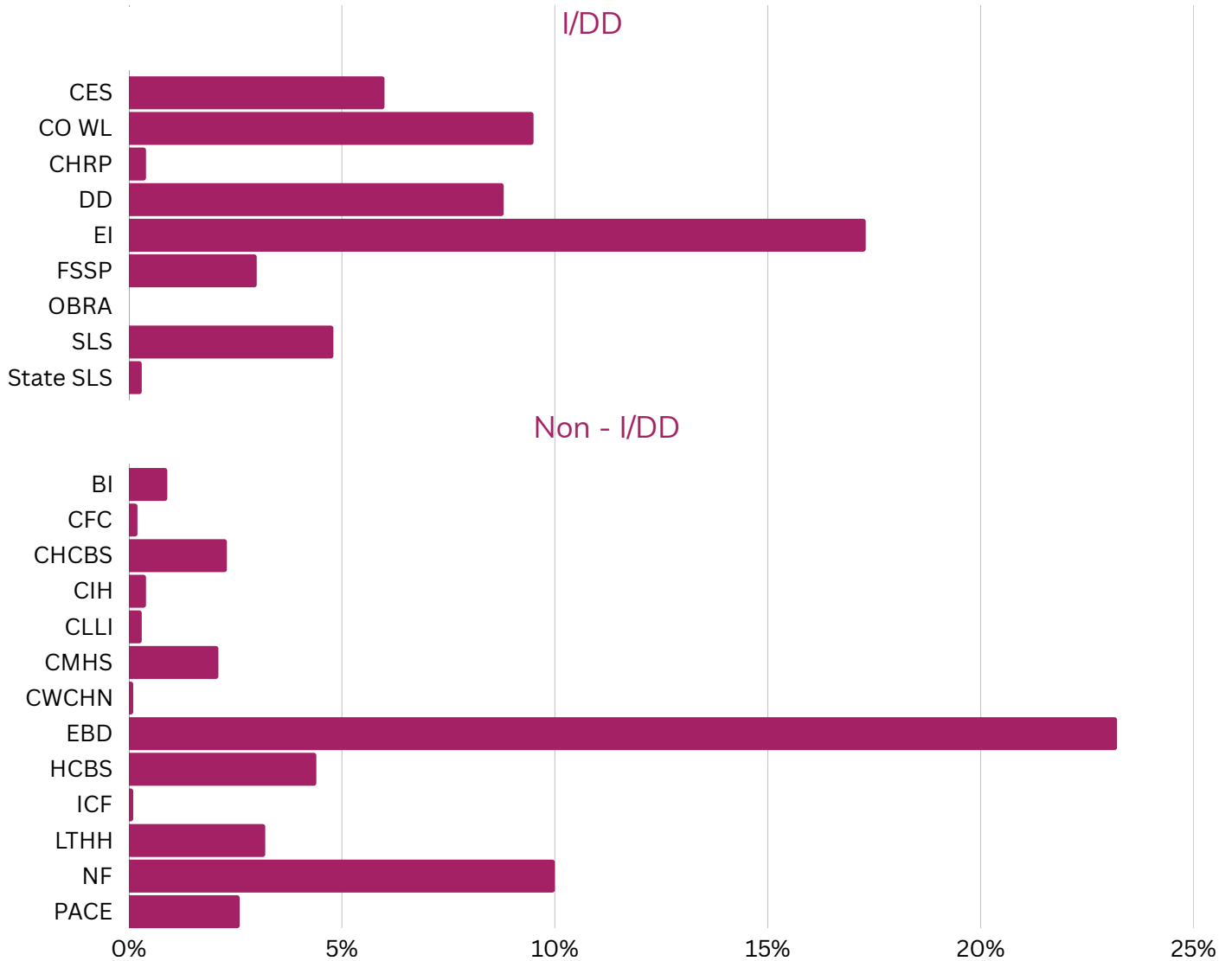
[1] Demographic information for FY25 is not available for all individuals in all programs.

[2] Program figures may be subject to variance due to ongoing implementation and data migration efforts associated with Colorado's Care and Case Management (CCM) system.

[3] Due to ongoing CMRD transitions, DP saw higher percentages of other counties in FY25.

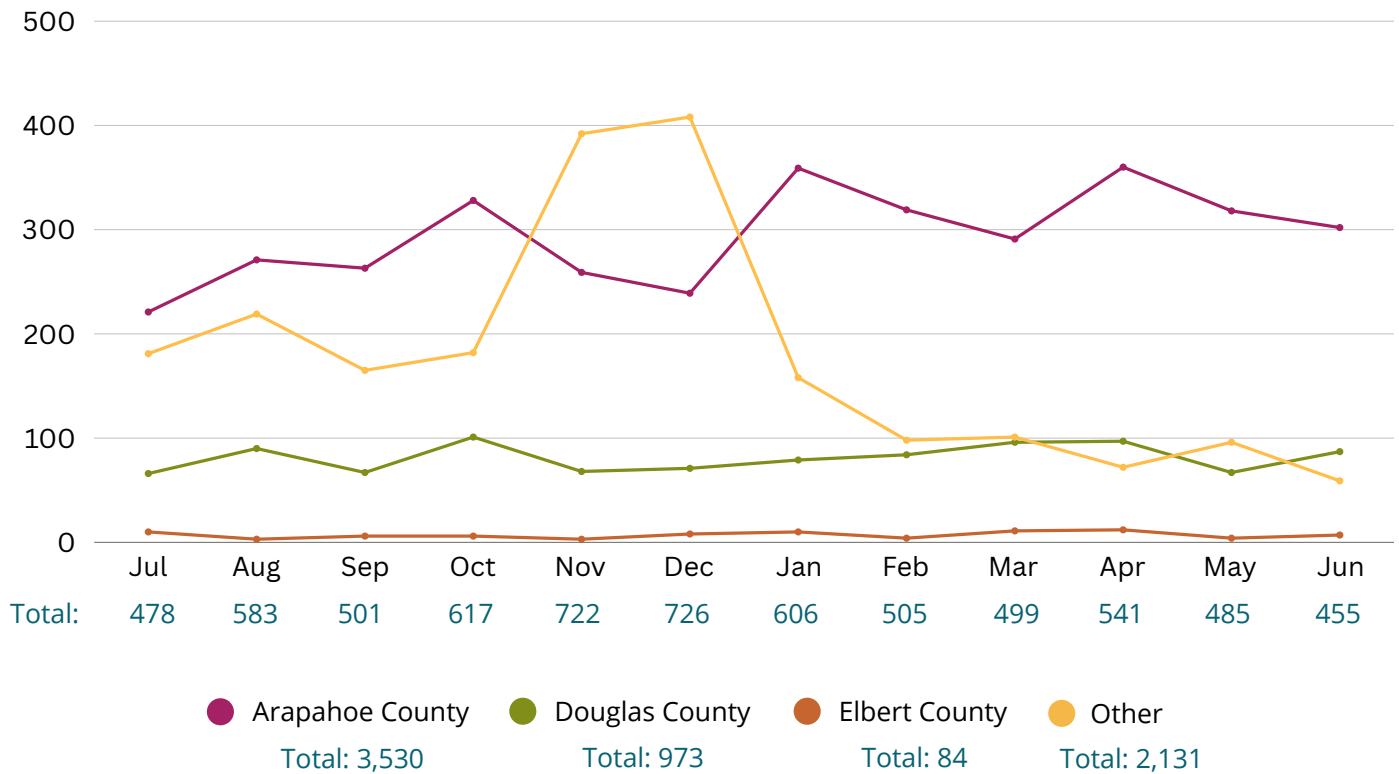
# ADDITIONAL PROGRAM DATA

## Long-Term Care (LTC) Program Enrollments



44,201 Monitoring & Service Plan Meetings Completed in FY25

## Long-Term Care (LTC) Program Referrals by County | 6,718 Total



## 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 I/DD are involved
- Monitoring the use of psychotropic medication by persons with I/DD
- Reviewing investigations of allegations of mistreatment of persons with I/DD disabilities who are receiving services or supports

### 970 Total Human Rights Committee Reviews

Top Human Rights Committee Reviews:

1. Psychotropic Medications
2. Psychotropic Medications, Rights Modifications
3. Rights Modifications (right suspension, safety control procedures)
4. Final Reviews

# KEY INFORMATION AND RESOURCES

## Understanding the System

### 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. Both are crucial to helping individuals and families live meaningful lives and meet 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.

DP accepts self-referrals and referrals from community partners.

- Under Age 3: 303-858-2299 / [EIReferrals@dpcolo.org](mailto:EIReferrals@dpcolo.org)
- Age 3 and older: 303-858-2260 / [Intake@dpcolo.org](mailto:Intake@dpcolo.org)
- Helpful information to start the process:
  - Individual's name, age, and county of residence
  - Parent/Guardian contact information
  - Brief description of needs, especially if urgent
- Website: [Get Started](#) | [Developmental Pathways](#)

### Understanding I/DD Waitlists

A waitlist is a backlog of eligible individuals waiting to enroll in a program because funding is not currently available to authorize immediate enrollment.

Which programs have waitlists?

- Statewide waitlists (managed by Health Care Policy and Financing (HCPF)):
  - Home and Community-Based Services Waiver (HCBS-DD)
    - Developmental Disabilities (DD) Medicaid Waiver
- Programs that may have local waitlists:
  - State Supported Living Services Program (State-SLS)
  - Family Support Services Program (FSSP)

How are HCBS-DD enrollments authorized?

- New HCBS-DD enrollments are funded through actions of the Colorado General Assembly
  - FY25: 7 enrollments through reserve capacity at DP
  - FY24: 102 enrollments through reserve capacity at DP
  - FY23: No additional authorizations (DP enrolled 98 individuals through reserve capacity)
  - FY22: Long Bill authorized 667 new enrollments statewide
  - FY20: Long Bill authorized 150 new enrollments statewide
  - FY19: HB18-1407 authorized 300 new enrollments statewide

Reserve Capacity supports emergencies, youth transitions, and deinstitutionalizations.

Efficient Management of Churn is if/when individuals disenroll; people on the statewide waitlist are enrolled based on their order of selection dates (eligibility dates).

More information:

- [Waitlist Information | Developmental Pathways](#)
- [Waiting Lists and Enrollment | Department of Health Care Policy and Financing](#)

## **Case Management Redesign**

Starting in November 2023 and concluding in June 2024, Colorado implemented Case Management Redesign (CMRD), several statewide initiatives aimed at simplifying access to long-term care services and supports and improving the quality of case management.

As part of this transition, DP secured a Case Management Agency (CMA) contract for Service Area 5 (Arapahoe, Douglas, and Elbert counties). Effective November 1, 2023, DP began providing intake, eligibility, enrollment, and ongoing case management for all Long-Term Services and Supports (LTSS) programs in the region. This transition expanded DP to support more than 19,000 individuals with disabilities and their families in long-term care programs.

Visit Colorado's [CMRD webpage](#) for more information.

## **American Rescue Plan Act (ARPA)**

The American Rescue Plan Act (ARPA) is an economic stimulus bill signed into law in March 2021 that allocates funding to many key areas, including employment, transportation, housing, education, healthcare, and state/local/tribal governments. Colorado received more than \$9 billion. Most ARPA funds concluded in FY25 as required under the federal timelines.

More information:

- [Colorado Health Institute's Financial Map](#)
- [Health Care Policy and Finance's dedicated ARPA webpage](#)

## **Acronym Guide**

To support system navigation, DP has compiled an Acronym Guide explaining key terms, acronyms, definitions, and terminology.

[Acronym Guide – English](#)

[Acronym Guide – Spanish](#)

# ACCESSING SERVICES & SUPPORT

## Where to Find More Information

DP offers multiple tools to support referrals and understanding of services.

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

Tools: [Helpful Tools - Developmental Pathways](#)

Videos: [youtube.com/@developmentalpathways](https://youtube.com/@developmentalpathways)

Blog: [Blog - Developmental Pathways](#)

### How to Access Mill Levy / Local Programming

Local funds and programming are available to individuals with I/DD who reside in DP's catchment area. Families can request support for unmet or under-met needs related to their delay or disability through their case manager or coordinator.

Individuals not currently connected to DP may learn more here: [Qualifying for Enrollment | Developmental Pathways](#) or contact our Intake Team at 303-360-6600 ext. 3.

### Presentations & Training

Please complete this form to request a presentation or training

- [Request A Developmental Pathways Representative for Events or Presentations](#)

## Feedback & Contact Information

At DP, we are committed to providing person and family-centered supports, promoting continuous improvement, and fostering a culture of inclusion and belonging. Feedback is welcome and essential to strengthening our work.

Please reach out to share:

- Positive experiences or recognition of a team member
- Concerns or issues that need attention
- Stories about how services made a difference

To submit feedback, please visit our [We Want to Hear From You](#) webpage.

To contact us directly, you can call our front desk at 303-360-6600, Monday – Friday, from 8:00 a.m. to 5:30 p.m., or email us at [Info@dpcolo.org](mailto:Info@dpcolo.org).

Team members' email signatures include their supervisor's contact information, should you need it.

We appreciate hearing from our community and value every opportunity to improve the support we provide.

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

## **Contact**

### **Developmental Pathways**

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