

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.**2025****Open to Public Inspection**

A For the 2025 calendar year, or tax year beginning , 2025 , and ending , 20													
B Check if applicable: ☐ Address change ☐ Name change ☐ Initial return ☐ Final return/terminated ☐ Amended return ☐ Application pending	<table><tr><td>C Name of organization DELTA DENTAL PLAN OF COLORADO FOUNDATION INC Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 6465 GREENWOOD PLAZA BLVD STE 900 City or town, state or province, country, and ZIP or foreign postal code CENTENNIAL, CO 80111</td><td>D Employer identification number 84-1389431</td></tr><tr><td>F Name and address of principal officer: D.J. CLOSE SAME AS C ABOVE</td><td>E Telephone number (303) 741-9300</td></tr><tr><td>I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527</td><td>G Gross receipts \$ 8,535,116</td></tr><tr><td>J Website: WWW.DELTADENTALCOFOUNDATION.ORG</td><td>H(a) Is this a group return for subordinates? ☐ Yes ☒ No H(b) Are all subordinates included? ☐ Yes ☐ No If "No," attach a list. See instructions.</td></tr><tr><td>K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other</td><td>H(c) Group exemption number</td></tr><tr><td>L Year of formation: 1997</td><td>M State of legal domicile: CO</td></tr></table>	C Name of organization DELTA DENTAL PLAN OF COLORADO FOUNDATION INC Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 6465 GREENWOOD PLAZA BLVD STE 900 City or town, state or province, country, and ZIP or foreign postal code CENTENNIAL, CO 80111	D Employer identification number 84-1389431	F Name and address of principal officer: D.J. CLOSE SAME AS C ABOVE	E Telephone number (303) 741-9300	I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527	G Gross receipts \$ 8,535,116	J Website: WWW.DELTADENTALCOFOUNDATION.ORG	H(a) Is this a group return for subordinates? ☐ Yes ☒ No H(b) Are all subordinates included? ☐ Yes ☐ No If "No," attach a list. See instructions.	K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other	H(c) Group exemption number	L Year of formation: 1997	M State of legal domicile: CO
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Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: TO ELEVATE THE WELL-BEING OF ALL COLORADAN'S BY ADVANCING ORAL HEALTH EQUITY.
	2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) 3 9
	4 Number of independent voting members of the governing body (Part VI, line 1b) 4 8
	5 Total number of individuals employed in calendar year 2025 (Part V, line 2a) 5 4
	6 Total number of volunteers (estimate if necessary) 6 8
	7a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0
b Net unrelated business taxable income from Form 990-T, Part I, line 11 7b 0	
Revenue	8 Contributions and grants (Part VIII, line 1h) 2,250,000 1,250,233
	9 Program service revenue (Part VIII, line 2g) 0 0
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 1,433,179 1,073,943
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 0 0
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 3,683,179 2,324,176
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) 4,679,570 2,894,277
	14 Benefits paid to or for members (Part IX, column (A), line 4)
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 796,593 1,069,786
	16a Professional fundraising fees (Part IX, column (A), line 11e) 0 0
	b Total fundraising expenses (Part IX, column (D), line 25) 0
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 851,965 675,830
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) 6,328,128 4,639,893
19 Revenue less expenses. Subtract line 18 from line 12 (2,644,949) (2,315,717)	
Net Assets or Fund Balances	20 Total assets (Part X, line 16) 29,023,991 28,760,237
	21 Total liabilities (Part X, line 26) 206,110 363,633
	22 Net assets or fund balances. Subtract line 21 from line 20 28,817,881 28,396,604

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer DJ CLOSE, EXECUTIVE DIRECTOR	Date			
	Type or print name and title				
Paid Preparer Use Only	Preparer's name DORI J. EGGETT	Preparer's signature DORI J. EGGETT	Date 09/27/2026	Check ☐ if self-employed	PTIN P00645252
	Firm's name PLANTE & MORAN, PLLC	Firm's EIN 33-1498605			
	Firm's address 8181 E. TUFTS AVE. SUITE 600, DENVER, CO 80237	Phone no. (303) 740-9400			

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form **990** (2025) Created 4/30/25

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒

- 1** Briefly describe the organization's mission:
TO ELEVATE THE WELL-BEING OF ALL COLORADANS BY ADVANCING ORAL HEALTH EQUITY. OUR STRATEGIC FOCUS
AREAS ARE ACCESS TO CARE, PREVENTION, AND CONNECTIONS TO OVERALL HEALTH.
- 2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No
 If "Yes," describe these new services on Schedule O.
- 3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No
 If "Yes," describe these changes on Schedule O.
- 4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 1,498,838 including grants of \$ 473,057) (Revenue \$ 0)

ACCESS TO HEALTH: CREATING SYSTEMIC CHANGE AND EQUITABLE ADVANCEMENT IN THE COMMUNITY. INFLUENCED
AND INFORMED POLICIES THAT INCREASE ACCESS TO ORAL HEALTH CARE FOR COMMUNITY MEMBERS. DEVELOPED A
BLUEPRINT FOR FUTURE PROGRAMS THAT CAN BE REPLICATED BY OTHER REGIONS IN COLORADO.

4b (Code:) (Expenses \$ 1,023,564 including grants of \$ 1,023,564) (Revenue \$ 0)

WORKFORCE: OUR WORKFORCE INITIATIVE FOCUSES ON ENSURING THE ORAL HEALTH OF THE WORKFORCE RELLECTS
AND EQUITABLY SERVES COLORADO'S DIVERSE RESIDENTS.

4c (Code:) (Expenses \$ 817,086 including grants of \$ 817,086) (Revenue \$ 0)

PREVENTION: INCREASED PREVENTIVE CARE UTILIZATION, IMPROVING ORAL HEALTH, AND TANGIBLY INTEGRATING
ORAL HEALTH WITHIN EARLY CHILDHOOD AND MATERNAL CHILD HEALTH SETTINGS.

4d Other program services (Describe on Schedule O.)

(Expenses \$ 580,570 including grants of \$ 580,570) (Revenue \$ 8,613)

4e Total program service expenses 3,920,058

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 ✓	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2 ✓	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	✓
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	✓
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III	5	✓
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	✓
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	✓
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	✓
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	✓
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? If "Yes," complete Schedule D, Part V	10	✓
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a	✓
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b	✓
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c ✓	
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	✓
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e ✓	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	✓
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a ✓	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b ✓	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	✓
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	✓
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	✓
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	✓
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	✓
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions	17	✓
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	✓
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	✓
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	✓
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21 ✓	

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	✓
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	✓
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	✓
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	✓
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	✓
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26	✓
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	✓
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a	✓
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b	✓
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c	✓
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>	29	✓
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	✓
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	✓
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	✓
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	✓
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	✓
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	✓
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	✓
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	✓
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O	38	✓

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V



	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	7
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	✓

Part V Statements Regarding Other IRS Filings and Tax Compliance <i>(continued)</i>		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	4
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	✓
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	✓
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i>	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	✓
b	If "Yes," enter the name of the foreign country _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	✓
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	✓
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	✓
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	✓
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	✓
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	✓
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	✓
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	✓
b	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i>	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	✓
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	✓
17	Section 501(c)(21) organizations. Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17	

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	1a 9		
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.			
b Enter the number of voting members included on line 1a, above, who are independent	1b 8		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		✓
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3		✓
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		✓
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5		✓
6 Did the organization have members or stockholders?	6		✓
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		✓
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		✓
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a The governing body?	8a	✓	
b Each committee with authority to act on behalf of the governing body?	8b	✓	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O	9		✓

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	✓
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	✓
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	✓
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	✓
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	12c	✓
13 Did the organization have a written whistleblower policy?	13	✓
14 Did the organization have a written document retention and destruction policy?	14	✓
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	15a	✓
b Other officers or key employees of the organization	15b	✓
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	✓
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed NONE

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☒ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.
MICHAEL THORNLEY, 6465 GREENWOOD PLAZA BLVD STE 900, CENTENNIAL, CO 80111, (303) 741-9300

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) HELEN W DREXLER TRUSTEE	6.0 39.0	✓						143,134	1,288,210	89,279
(2) D.J. CLOSE EXECUTIVE DIRECTOR-FOUNDATION	45.0 0.0			✓				233,039	0	23,066
(3) MARA I HOLIDAY SENIOR PROGRAM OFFICER	45.0 0.0					✓		125,265	0	35,268
(4) CARLA G CASTILLO SENIOR PROGRAM OFFICER	45.0 0.0					✓		120,538	0	36,063
(5) TAMANNA TIWARI, MPH, MDS, BDS TRUSTEE	2.0 4.0	✓						0	57,000	0
(6) DONALD ORTEGA TRUSTEE - PART YEAR	2.0 4.0	✓						0	48,496	0
(7) JOSEPH GARCIA TRUSTEE	2.0 4.0	✓						0	45,750	0
(8) JULIE KEEGAN CHAIR	4.0 0.0	✓		✓				14,404	0	0
(9) LUELLA CHAVEZ D'ANGELO TRUSTEE	4.0 0.0	✓						10,065	0	0
(10) ASHLEY COMSTOCK TRUSTEE	4.0 0.0	✓						10,000	0	0
(11) GAYE E WOODS, MBA TRUSTEE	4.0 0.0	✓						8,500	0	0
(12) LYDIA PRADO, PHD TRUSTEE	4.0 0.0	✓						6,900	0	0
(13) JESSICA L KLABAK TRUSTEE	4.0 0.0	✓						5,575	0	0
(14)										

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Subtotal								677,420	1,439,456	183,676
c Total from continuation sheets to Part VII, Section A								0	0	0
d Total (add lines 1b and 1c)								677,420	1,439,456	183,676
2	Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization							3		

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		✓
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	✓	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		✓

Section B. Independent Contractors

(A) Name and business address	(B) Description of services	(C) Compensation
NONE		
2	Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization	
	0	

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d	1,000,000			
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	250,233			
	g	Noncash contributions included in lines 1a-1f	1g	\$			
	h	Total. Add lines 1a-1f		1,250,233			
Program Service Revenue	Business Code						
	2a						
	b						
	c						
	d						
	e						
	f	All other program service revenue . .		0	0	0	0
g	Total. Add lines 2a-2f		0				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		793,727	8,613		785,114
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties					
	6a	Gross rents	6a				
	b	Less: rental expenses	6b				
	c	Rental income or (loss)	6c	0	0		
	d	Net rental income or (loss)					
	7a	Gross amount from sales of assets other than inventory	7a	6,491,156			
	b	Less: cost or other basis and sales expenses . .	7b	6,210,940			
	c	Gain or (loss)	7c	280,216	0		
	d	Net gain or (loss)		280,216			280,216
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a				
	b	Less: direct expenses	8b				
	c	Net income or (loss) from fundraising events					
	9a	Gross income from gaming activities. See Part IV, line 19	9a				
	b	Less: direct expenses	9b				
	c	Net income or (loss) from gaming activities					
	10a	Gross sales of inventory, less returns and allowances	10a				
b	Less: cost of goods sold	10b					
c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue	Business Code						
	11a						
	b						
	c						
	d	All other revenue		0	0	0	0
e	Total. Add lines 11a-11d		0				
12	Total revenue. See instructions			2,324,176	8,613	0	1,065,330

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	2,894,277	2,894,277		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	478,124	228,912	249,212	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	395,479	346,346	49,133	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	51,569	38,521	13,048	
9 Other employee benefits	100,040	92,472	7,568	
10 Payroll taxes	44,574	35,104	9,470	
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	107,514		107,514	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	71,596		71,596	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	106,000	106,000	0	0
12 Advertising and promotion	117,930	58,965	58,965	
13 Office expenses	25,677		25,677	
14 Information technology	72,530	39,619	32,911	
15 Royalties				
16 Occupancy	67,000	53,600	13,400	
17 Travel	18,492	9,422	9,070	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	6,563		6,563	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	40,171		40,171	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a <u>OTHER DIRECT PROGRAM COSTS</u>	16,820	16,820		
b <u>TRAININGS AND EVENTS</u>	16,529		16,529	
c <u>FEES, LICENSES & DUES</u>	9,008		9,008	
d				
e All other expenses	0	0	0	0
25 Total functional expenses. Add lines 1 through 24e	4,639,893	3,920,058	719,835	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)	0	0	0	0

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing		1	
	2 Savings and temporary cash investments	773,299	2	1,784,448
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	26,213
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)	0	6	0
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	48,716	9	131,034
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 0		
	b Less: accumulated depreciation	10b 0	0	10c 0
	11 Investments—publicly traded securities	25,411,884	11	24,054,054
	12 Investments—other securities. See Part IV, line 11	1,047,793	12	1,112,751
	13 Investments—program-related. See Part IV, line 11	1,742,299	13	1,651,737
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	0	15	0
16 Total assets. Add lines 1 through 15 (must equal line 33)	29,023,991	16	28,760,237	
Liabilities	17 Accounts payable and accrued expenses	25,902	17	251,040
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	22	0
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	180,208	25	112,593
	26 Total liabilities. Add lines 17 through 25	206,110	26	363,633
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	28,107,881	27	28,396,604
	28 Net assets with donor restrictions	710,000	28	0
	Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	28,817,881	32	28,396,604
33 Total liabilities and net assets/fund balances	29,023,991	33	28,760,237	

Form **990** (2025)

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	2,324,176
2	Total expenses (must equal Part IX, column (A), line 25)	2	4,639,893
3	Revenue less expenses. Subtract line 2 from line 1	3	(2,315,717)
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	28,817,881
5	Net unrealized gains (losses) on investments	5	1,894,440
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	28,396,604

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		✓
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☒ Both consolidated and separate basis	✓	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	✓	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		✓
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits		

Form **990** (2025)

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public
Inspection

Name of the organization

DELTA DENTAL PLAN OF COLORADO FOUNDATION INC

Employer identification number

84-1389431

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 ☐ An organization that normally receives (1) more than 33¹/₃% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33¹/₃% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☒ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☒ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization must generally satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations 1
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A) (SEE STATEMENT)						
(B)						
(C)						
(D)						
(E)						
Total					0	0

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat. No. 11285F

Schedule A (Form 990) 2025 Created 4/11/25

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2025 (line 6, column (f), divided by line 11, column (f))	14	%
15 Public support percentage from 2024 Schedule A, Part II, line 14	15	%
16a 33¹/₃% support test—2025. If the organization did not check the box on line 13, and line 14 is 33 ¹ / ₃ % or more, check this box and stop here . The organization qualifies as a publicly supported organization		☐
b 33¹/₃% support test—2024. If the organization did not check a box on line 13 or 16a, and line 15 is 33 ¹ / ₃ % or more, check this box and stop here . The organization qualifies as a publicly supported organization		☐
17a 10%-facts-and-circumstances test—2025. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		☐
b 10%-facts-and-circumstances test—2024. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		☐
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2025 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2024 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2025 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2024 Schedule A, Part III, line 17	18	%
19a 33 1/3% support tests—2025. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization	☐	
b 33 1/3% support tests—2024. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization	☐	
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions	☐	

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>	☒	☐
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>	☐	☒
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>	☒	☐
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>	☒	☐
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>	☐	☒
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>	☐	☒
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>	☐	☐
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>	☐	☐
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>	☐	☒
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	☐	☐
c Substitutions only. Was the substitution the result of an event beyond the organization's control?	☐	☐
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>	☒	☐
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>	☐	☒
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>	☐	☒
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>	☐	☒
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>	☐	☒
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>	☐	☒
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>	☐	☒
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>	☐	☐

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		✓
b A family member of a person described on line 11a above?		✓
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		✓

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1	✓	
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
2		✓

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a ☐ The organization satisfied the Activities Test. Complete line 2 below.			
b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.			
c ☐ The organization supported a governmental supported organization. Describe in Part VI how you supported a governmental supported organization (see instructions).			
2 Activities Test. Answer lines 2a and 2b below.		Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of its supported organization(s)? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to each of its supported organizations, and how the organization determined that these activities constituted substantially all of its activities.			
2a			
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
2b			
3 Parent of Supported Organizations. Answer lines 3a, 3b, and 3c below.			
a Are the organization and its supported organization(s) part of an integrated system (for example, a hospital system)? If "Yes," provide details in Part VI .			
3a			
b Did the organization direct the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.			
3b			
c Did the organization have the power to regularly appoint or elect (and remove) a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI .			
3c			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	
Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C—Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2025

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D—Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required—provide details in Part VI)	5
6	Total annual distributions. Add lines 1 through 5.	6
7	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	7
8	Distributable amount for 2025 from Section C, line 6	8
9	Line 7 amount divided by line 8 amount	9

Section E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2025	(iii) Distributable Amount for 2025
1 Distributable amount for 2025 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2025 (reasonable cause required—explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2025			
a From 2020			
b From 2021			
c From 2022			
d From 2023			
e From 2024			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2025 distributable amount			
i Carryover from 2020 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2025 from Section D, line 6: \$			
a Applied to underdistributions of prior years			
b Applied to 2025 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2025, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2025. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2026. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2021 . . .			
b Excess from 2022 . . .			
c Excess from 2023 . . .			
d Excess from 2024 . . .			
e Excess from 2025 . . .			

Schedule A (Form 990) 2025

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, 3b, and 3c; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5 and 7; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Area for supplemental information with horizontal lines.

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, 3b, and 3c; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5 and 7; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Return Reference - Identifier	Explanation
SCHEDULE A, PART IV, SECTION A, LINE 3B - QUALIFIED UNDER 501C(4)(5) OR (6)	PER DELTA DENTAL OF COLORADO'S 2024 FORM 990, THE SUPPORTED ORGANIZATION'S ACTIVITIES SATISFIED THE SECTION 509(A)(2) PUBLIC SUPPORT TEST IN 2025.
SCHEDULE A, PART IV, SECTION A, LINE 6 - SUPPORT TO OTHER SUPPORTED ORGS	THE FOUNDATION AWARDED GRANTS TO VARIOUS DIFFERENT ORGANIZATIONS IN 2025 AS DETAILED IN SCHEDULE I. THE GRANTS AND THE ORGANIZATIONS WHO RECEIVED THE GRANTS ARE HELPING THE FOUNDATION AND ITS SUPPORTED ORGANIZATION FULFILL THEIR COLLECTIVE MISSIONS.

Part I

Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, 3b, and 3c; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5 and 7; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Part ILine 12g. **Information about the supported organization(s).** (continued)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
DELTA DENTAL OF COLORADO	83-4416613	10. AN ORG. FOLLOWING SUPPORT/INVESTMENT INCOME TEST. SECTION 509(A)(2).	✓		0	0

Schedule B
(Form 990)

(Rev. January 2025)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Name of the organization

DELTA DENTAL PLAN OF COLORADO FOUNDATION INC

Employer identification number

84-1389431

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- ☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 $\frac{1}{3}$ % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization DELTA DENTAL PLAN OF COLORADO FOUNDATION INC	Employer identification number 84-1389431
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	DELTA DENTAL OF COLORADO 6465 GREENWOOD PLAZA BLVD CENTENNIAL, CO 80111	\$ 1,000,000	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
2	THE COLORADO HEALTH FOUNDATION 1780 PENNSYLVANIA ST DENVER, CO 80203	\$ 250,000	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

Name of organization DELTA DENTAL PLAN OF COLORADO FOUNDATION INC	Employer identification number 84-1389431
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Part II

Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----

Name of organization DELTA DENTAL PLAN OF COLORADO FOUNDATION INC	Employer identification number 84-1389431
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Part III **Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor.** Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----
	<div> <div>Transferee's name, address, and ZIP + 4</div> <div>Relationship of transferor to transferee</div> </div>		
	----- ----- -----	----- ----- -----	----- ----- -----
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----
	<div> <div>(e) Transfer of gift</div> <div> <div>Transferee's name, address, and ZIP + 4</div> <div>Relationship of transferor to transferee</div> </div> </div>		
	----- ----- -----	----- ----- -----	----- ----- -----
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----
	<div> <div>(e) Transfer of gift</div> <div> <div>Transferee's name, address, and ZIP + 4</div> <div>Relationship of transferor to transferee</div> </div> </div>		
	----- ----- -----	----- ----- -----	----- ----- -----
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----
	<div> <div>(e) Transfer of gift</div> <div> <div>Transferee's name, address, and ZIP + 4</div> <div>Relationship of transferor to transferee</div> </div> </div>		
	----- ----- -----	----- ----- -----	----- ----- -----

SCHEDULE D
(Form 990)

(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public
Inspection

Name of the organization

DELTA DENTAL PLAN OF COLORADO FOUNDATION INC

Employer identification number

84-1389431

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		☐ Yes ☐ No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		☐ Yes ☐ No

Part II Conservation Easements

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). ☐ Preservation of land for public use (for example, recreation or education) ☐ Preservation of a historically important land area ☐ Protection of natural habitat ☐ Preservation of a certified historic structure ☐ Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year	
4 Number of states where property subject to conservation easement is located	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	☐ Yes ☐ No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year	\$
8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	☐ Yes ☐ No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.	
(i) Revenue included on Form 990, Part VIII, line 1	\$
(ii) Assets included in Form 990, Part X	\$
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.	
a Revenue included on Form 990, Part VIII, line 1	\$
b Assets included in Form 990, Part X	\$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

a ☐ Public exhibition

d ☐ Loan or exchange program

b ☐ Scholarly research

e ☐ Other _____

c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment _____%

b Permanent endowment _____%

c Term endowment _____%

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations? ☐ Yes ☐ No

(ii) Related organizations? ☐ Yes ☐ No

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? ☐ Yes ☐ No

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment				
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))

Part VII Investments—Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, line 12, col. (B)) . . .		

Part VIII Investments—Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) MISSION/PROGRAM RELATED INVESTMENTS	1,651,737	COST
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, line 13, col. (B)) . . .	1,651,737	

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DUE TO DELTA DENTAL OF COLORADO	112,593
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	112,593

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

SCHEDULE I
(Form 990)

(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public
Inspection

Name of the organization DELTA DENTAL PLAN OF COLORADO FOUNDATION INC	Employer identification number 84-1389431
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Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) (SEE STATEMENT)	74-2182257	501(C)(3)	625,000				(SEE STATEMENT)
(2) (SEE STATEMENT)	84-1493585	501(C)(3)	181,659				(SEE STATEMENT)
(3) VALLEY-WIDE HEALTH SYSTEMS INC 128 MARKET ST, ALAMOSA, CO 81101	84-0706945	501(C)(3)	76,762				(SEE STATEMENT)
(4) (SEE STATEMENT)	84-1317347	501(C)(3)	88,343				(SEE STATEMENT)
(5) DENVER PRESCHOOL PROGRAM INC. 305 PARK AVE W, STE B, DENVER, CO 80205	20-8782224	501(C)(3)	81,998				(SEE STATEMENT)
(6) CHILDRENS HOSPITAL CO FOUNDATION 13123 E 16TH AVE #045, AURORA, CO 80111	84-0813462	501(C)(3)	81,000				TRANSITION GRANT
(7) COLORADO COMMUNITY HEALTH NETWORK 600 N GRANT ST, STE 800, DENVER, CO 80203	84-0910590	501(C)(3)	62,303				TRANSITION GRANT
(8) HEALTHY CHILDCARE COLORADO 2246 IRVING ST, DENVER, CO 80205	84-0685056	501(C)(3)	57,500				TRANSITION GRANT
(9) GENERATION SCHOOLS NETWORK INC 455 SHERMAN ST, STE 120, CENTENNIAL, CO 80112	76-0783006	501(C)(3)	50,000				TRANSITION GRANT
(10) (SEE STATEMENT)	84-6038681	501(C)(3)	50,000				TRANSITION GRANT
(11) (SEE STATEMENT)	84-6000778	501(C)(3)	50,000				TRANSITION GRANT
(12) (SEE STATEMENT)							
2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table							54
3 Enter total number of other organizations listed in the line 1 table							0

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1					
2					
3					
4					
5					
6					
7					

Part IV	Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.
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(SEE STATEMENT)

Part II

Grants and Other Assistance to Governments and Organizations in the United States (continued)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(12) TEPEYAC COMMUNITY HEALTH CENTER 4725 HIGH ST, DENVER, CO 80216	84-1285505	501(C)(3)	47,741				TRANSITION GRANT
(13) DENVER HEALTH AND HOSPITALS FOUNDATION 77 BANNOCK ST MC 0111, DENVER, CO 80203	84-1085196	501(C)(3)	47,065				INTEGRATING MDI INTO DENTAL ASSISTANT TRAINING
(14) THE GROWHAUS 3840 N YORK ST, STE 210, DENVER, CO 80205	20-3533527	501(C)(3)	45,615				TRANSITION GRANT
(15) COLORADO CHILDRENS CAMPAIGN 1580 LINCOLN ST, STE 420, DENVER, CO 80204	74-2374672	501(C)(3)	40,000				PUBLIC POLICY ACTIONS FOR ALL CHILDREN TO ACCESS DENTAL CAR
(16) COLORADO NONPROFIT DEVELOPMENT CENTER 789 SHERMAN ST, STE 250, DENVER, CO 80203	84-1493585	501(C)(3)	40,000				ENSURING QUALITY CHILD ORAL HEALTH AND DEVELOPMENT SERVICES AND RESOURCES THROUGH PARTNERSHIP WITH CHILD CARE HEALTH CONSULTANTS
(17) YOUTH HEALTHCARE ALLIANCE 387 N CARONA ST, STE 508, DENVER, CO 80203	84-1376318	501(C)(3)	39,784				TRANSITION GRANT
(18) LATIN AMERICAN EDUCATIONAL FOUNDATION 1035 OSAGE ST, 8TH FLOOR, DENVER, CO 80202	84-6010415	501(C)(3)	37,500				TRANSITION GRANT
(19) SERVICIOS DE LA RAZA 3131 W 14TH AVE, DENVER, CO 80204	84-0625478	501(C)(3)	37,500				TRANSITION GRANT
(20) SUMMIT COMMUNITY CARE CLINIC INC PO BOX 4338, FRISCO, CO 80443	20-1139635	501(C)(3)	37,500				TRANSITION GRANT
(21) COLORADO GERONTOLOGICAL SOCIETY 1129 N PENNSYLVANIA ST, DENVER, CO 80203	74-2139782	501(C)(3)	35,000				STUDY THE FEASIBILITY OF A PUBLIC FUNDING STRATEGY FOR ORAL HEALTH FOR OLDER ADULTS
(22) DENVER HEALTH AND HOSPITALS FOUNDATION 77 BANNOCK ST MC 0111, DENVER, CO 80203	84-1085196	501(C)(3)	35,000				TRANSITION GRANT
(23) NORTHWEST CO VISITING NURSE ASSOCIATION INC 940 CENTRAL PARK DR, STE 101, STEAMBOAT SPRINGS, CO 80487	84-0564998	501(C)(3)	33,444				TRANSITION GRANT
(24) MOUNTAIN FAMILY HEALTH CENTERS 2700 GILSTRAP CT, STE 100, GLENWOOD SPRINGS, CO 81601	84-0742145	501(C)(3)	33,000				TRANSITION GRANT
(25) FRONT RANGE COMMUNITY COLLEGE FOUNDATION 3645 W 112TH AVE, WESTMINSTER, CO 80031	84-1311148	501(C)(3)	32,500				COMMUNITY IHE LINKING DENTISTRY & COMMUNITY HEALTH

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(26) READY TO WORK AURORA 3176 S PEORIA CT, AURORA, CO 80014	82-3582806	501(C)(3)	31,827				TRANSITION GRANT
(27) VUELA FOR HEALTH 3532 N FRANKLIN ST, STE J, DENVER, CO 80205	84-1444277	501(C)(3)	31,827				TRANSITION GRANT
(28) VIVE 1620 E 36TH AVE, DENVER, CO 80211	81-4059452	501(C)(3)	30,900				TRANSITION GRANT
(29) EARLY CHILDHOOD COUNCIL OF THE SAN LUIS VALLEY PO BOX 1030, ALAMOSA, CO 81101	27-0060704	501(C)(3)	30,000				ENHANCING CHILD CARE HEALTH CONSULTATION FOR DEVELOPMENTAL AND DENTAL SCREENINGS IN SAN LUIS VALLEY UPK
(30) PIKES PEAK STATE COLLEGE FOUNDATION 5675 S ACADEMY BLVD, COLORADO SPRINGS, CO 80906	74-2182257	501(C)(3)	30,000				PPSC ORAL HEALTH CAREERS EDUCATIONAL UNIT
(31) VALLEY-WIDE HEALTH SYSTEMS INC 128 MARKET ST, ALAMOSA, CO 81101	84-0706945	501(C)(3)	30,000				VALLEY-WIDE DIVERSIFICATION OF ORAL HEALTH WITH PRIMARY CARE
(32) VIVE 1620 E 36TH AVE, DENVER, CO 80211	81-4059452	501(C)(3)	30,000				EMERGENCY RESPONSE GRANT
(33) RIO GRAND CHILD DEVELOPMENT & FAMILY SERVICES 440 6TH ST, DEL NORTE, CO 81132	26-1355669	501(C)(3)	29,096				TRANSITION GRANT
(34) VALLEY-WIDE HEALTH SYSTEMS INC 128 MARKET ST, ALAMOSA, CO 81101	84-0706945	501(C)(3)	28,000				VALLEY-WIDE DIVERSIFICATION OF ORAL HEALTH WITH PRIMARY CARE
(35) UNITED WAY OF WELD COUNTY INC. 814 9TH ST, GREELEY, CO 80631	84-6011918	501(C)(3)	27,743				DENTAL AND DEVELOPMENTAL QUALITY STANDARDS OUTREACH
(36) THE CENTER FOR AFRICAN AMERICAN HEALTH 3350 HUDSON ST, DENVER, CO 80207	84-1477546	501(C)(3)	27,000				CAA HEALTH COMMUNITY ORAL HEALTH INITIATIVE
(37) VALLEY-WIDE HEALTH SYSTEMS INC 128 MARKET ST, ALAMOSA, CO 81101	84-0706945	501(C)(3)	26,145				TRANSITION GRANT
(38) CENTER FOR IMMIGRANTS AND IMMIGRATION SVCS 2851 S PARKET RD, STE 820, DENVER, CO 80224	68-0575731	501(C)(3)	25,000				TRANSITION GRANT
(39) COLORADO DENTAL HYGENISTS ASSOC 22363 E NASSAU PL, GRAND JUNCTION, CO 81501	84-6121385	501(C)(3)	25,000				TRANSITION GRANT
(40) COLORADO I HAVE A DREAM FOUNDATION 1836 N GRANT ST, DENVER, CO 80203	74-2497109	501(C)(3)	25,000				TRANSITION GRANT
(41) DENVER HEALTH AND HOSPITALS FOUNDATION 77 BANNOCK ST MC 0111, DENVER, CO 80203	84-1085196	501(C)(3)	25,000				TRANSITION GRANT

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(42) DENVER HEALTH AND HOSPITALS FOUNDATION 77 BANNOCK ST MC 0111, DENVER, CO 80203	84-1085196	501(C)(3)	25,000				ORAL HEALTH COALITION
(43) DESERVING DENTAL ORG 2205 W 136TH AVE, STE 106-159, BROOMFIELD, CO 80023	84-2369341	501(C)(3)	25,000				DESERVING DENTAL PROJECT FOLLOW-UP RESULTS
(44) HEALTHY CHILDCARE COLORADO 2246 IRVING ST, DENVER, CO 80205	84-0685056	501(C)(3)	25,000				ADVOCACY FOR EARLY CHILDHOOD HEALTH FOR 1 YR
(45) IMMUNIZE COLORADO 13123 E 16TH AVE #B-281, AURORA, CO 80045	84-1479975	501(C)(3)	25,000				IMMUNIZE COLORADO PROJECT FOLLOW-UP RESULTS
(46) KIDS IN NEED OF DENTISTRY 7190 COLORADO BLVD, STE 440, COMMERCE CITY, CO 80022	84-6038681	501(C)(3)	25,000				KIND OPERATIONAL SYSTEM ALIGNMENT
(47) SCHOOL DISTRICT FREMONT RE-1 101 N 14TH ST, CANON CITY, CO 81212	84-6013945	501(C)(3)	25,000				LOCAL COORDINATING ORGANIZATION FOR UNIVERSAL PRE-K DENTAL SCREENING AND EDUCATION COLLABORATION
(48) LA PUENTE HOME INC 911 STATE AVE, ALAMOSA, CO 81101	74-2224631	501(C)(3)	24,057				TRANSITION GRANT
(49) CHAFFEE COUNTY 448 E 1ST ST, STE 137, SALIDA, CO 81201	84-6000749	501(C)(3)	22,500				TRANSITION GRANT
(50) GRAND BEGINNINGS PO BOX 42, GRANBY, CO 80446	11-3659478	501(C)(3)	22,000				TRANSITION GRANT
(51) SOUTHEASTERN CO AREA HEALTH EDUCATION FOR RURAL CO 503 N MAIN ST, STE 221, PUEBLO, CO 81003	84-0778162	501(C)(3)	21,900				TRANSITION GRANT
(52) SAGUACHE COUNTY BOX 100, SAGUACHE, CO 81149	84-6000802	501(C)(3)	21,128				SAGUACHE COUNTY DENTAL CLINIC
(53) THRIVING FAMILIES 1330 FOX ST, DENVER, CO 80204	84-1993572	501(C)(3)	20,000				TRANSITION GRANT
(54) THE SAVINGS COLLABORATIVE 959 CEDAR CRK, CARBONDALE, CO 81623	85-4176243	501(C)(3)	18,566				TRANSITION GRANT
(55) COLORADO MOUNTAIN COLLEGE FOUNDATION INC 802 GRAND AVE, GLENWOOD SPRINGS, CO 81601	74-2393418	501(C)(3)	18,440				DENTAL HYGIENE AND PRIMARY CARE GRANT PROPOSAL
(56) SPRING INSTITUTE FOR INTERCULTURAL LEARNING 1373 GRANT ST, DENVER, CO 80203	84-0788093	501(C)(3)	17,921				TRANSITION GRANT
(57) EARLY LEARNING VENTURES INC 18 INVERNESS PLACE EAST, ENGLEWOOD, CO 80112	26-4053609	501(C)(3)	16,575				TRANSITION GRANT
(58) AMERICAN INSTITUTE OF DENTAL PUBLIC HEALTH 401 WILLIAM ST UNIT 5560, RIVER FOREST, IL 60305	84-2850098	501(C)(3)	15,180				EVALUATING THE ORAL HEALTH OF AGING COLORADO VETERANS

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(59) COLORADO HEALTH INSTITUTE 1999 BROADWAY STE 600, DENVER, CO 80202	74-3082235	501(C)(3)	15,000				COMMUNITY OF PRACTICE COORDINATION
(60) GREATER DENVER CARES 3264 LARIMER ST, UNIT D, DENVER, CO 80216	85-2927944	501(C)(3)	15,000				CAREER EXPLORATION PATHWAY TO COLORADO'S ORAL HEALTH WORKFORCE
(61) KIDS FIRST HEALTH CARE 7190 COLORADO BLVD, STE 450, COMMERCE CITY, CO 80022	84-0799374	501(C)(3)	15,000				LAUNCHING A NEW DENTAL HYGIENIST MODEL
(62) ROOTS FAMILY CENTER 4200 MORRISON RD UNIT 7, DENVER, CO 80219	81-4625101	501(C)(3)	15,000				TRANSITION GRANT
(63) COMMUNITY PARTNERSHIP FOR CHILD DEVELOPMENT 2330 ROBINSON ST, COLORADO SPRINGS, CO 80904	84-1071825	501(C)(3)	10,560				TRANSITION GRANT
(64) COLORADO MOUNTAIN COLLEGE FOUNDATION INC 802 GRAND AVE, GLENWOOD SPRINGS, CO 81601	74-2393418	501(C)(3)	10,435				DENTAL HYGIENE AND PRIMARY CARE GRANT
(65) COLORADO CHILDRENS CAMPAIGN 1580 LINCOLN ST, STE 420, DENVER, CO 80204	74-2374672	501(C)(3)	10,000				CAMPAIGN 40TH ANNIVERSARY CELEBRATION
(66) COLORADO NONPROFIT DEVELOPMENT CENTER 789 SHERMAN ST, STE 250, DENVER, CO 80203	84-1493585	501(C)(3)	10,000				HEALTHY UNIVERSAL PRESCHOOL COLLABORATIVE
(67) MONTEZUMA COUNTY PUBLIC HEALTH DEPARTMENT 106 W NORTH ST, CORTEZ, CO 81321	84-6000786	501(C)(3)	7,500				TRANSITION GRANT
(68) THE ALEXANDER FOUNDATION PO BOX 1995, DENVER, CO 80201	74-2243837	501(C)(3)	7,500				THE ALEXANDER FOUNDATION PARTNERSHIP PROJECT FOLLOW-UP RESULTS
(69) CHILDRENS HOSPITAL CO FOUNDATION 13123 E 16TH AVE #045, AURORA, CO 80111	84-0813462	501(C)(3)	6,264				DONATION IN RECOGNITION OF 2025 DDCOF TEAM RETREAT

Part IV

Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

Return Reference - Identifier	Explanation
SCHEDULE I, PART I, LINE 2 - PROCEDURES FOR MONITORING USE OF GRANT FUNDS	THE ORGANIZATION REQUIRES PERIODIC REPORTS TO ASCERTAIN THAT THE GRANTS ARE USED FOR THEIR PROPER INTENDED PURPOSE.
(1) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	PIKES PEAK STATE COLLEGE FOUNDATION 5675 S ACADEMY BLVD, COLORADO SPRINGS, CO 80906
(2) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	COLORADO NONPROFIT DEVELOPMENT CENTER 789 SHERMAN ST, STE 250, DENVER, CO 80203
(4) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	JOINT INITIATIVES FOR YOUTH AND FAMILIES 6385 CORPORATE DR, STE 201, COLORADO SPRINGS, CO 80919
(10) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	KIDS IN NEED OF DENTISTRY 7190 COLORADO BLVD, STE 440, COMMERCE CITY, CO 80022
(11) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	LA PLATA COUNTY PUBLIC HEALTH DEPARTMENT 679 TURNER DR, DURANGO, CO 81303
SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	PIKES PEAK STATE COLLEGE FOUNDATION: PIKES PEAK STATE COLLEGE - DENTAL HYGIENE (EXPANSION)
SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	COLORADO NONPROFIT DEVELOPMENT CENTER: ENSURING QUALITY CHILD ORAL HEALTH AND DEVELOPMENT SERVICES AND RESOURCES THROUGH PARTNERSHIP WITH CHILD CARE HEALTH CONSULTANTS
SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	VALLEY-WIDE HEALTH SYSTEMS INC: VALLEY-WIDE DIVERSIFICATION OF ORAL HEALTH WITH PRIMARY CARE
SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	JOINT INITIATIVES FOR YOUTH AND FAMILIES: QUALITY HEALTH ACCESS FOR YOUNG CHILDREN
SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	DENVER PRESCHOOL PROGRAM INC.: DENVER UPK SCREENING AND REFERRAL PROJECT

**SCHEDULE J
(Form 990)**

(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

DELTA DENTAL PLAN OF COLORADO FOUNDATION INC

Employer identification number

84-1389431

Part I Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. <div>☐ First-class or charter travel ☐ Travel for companions ☐ Tax indemnification and gross-up payments ☐ Discretionary spending account</div> <div>☐ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☐ Health or social club dues or initiation fees ☐ Personal services (such as maid, chauffeur, chef)</div>		
b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1b	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?	2	
3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. <div>☒ Compensation committee ☒ Independent compensation consultant ☐ Form 990 of other organizations</div> <div>☐ Written employment contract ☒ Compensation survey or study ☒ Approval by the board or compensation committee</div>		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization: a Receive a severance payment or change-of-control payment? b Participate in or receive payment from a supplemental nonqualified retirement plan? c Participate in or receive payment from an equity-based compensation arrangement? If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.	4a 4b 4c	 ☒ ☒ ☒
Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.		
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of: a The organization? b Any related organization? If "Yes" on line 5a or 5b, describe in Part III.	5a 5b	 ☒ ☒
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of: a The organization? b Any related organization? If "Yes" on line 6a or 6b, describe in Part III.	6a 6b	 ☒ ☒
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III	7	☒
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	8	☒
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1	HELEN W DREXLER	(i) 78,549	62,399	2,186	7,357	1,571	152,062	0
	TRUSTEE	(ii) 706,943	561,593	19,674	66,215	14,136	1,368,561	0
2	D.J. CLOSE	(i) 180,184	47,966	4,889	19,318	3,748	256,105	0
	EXECUTIVE DIRECTOR-FOUNDATION	(ii) 0	0	0	0	0	0	0
3	MARA I HOLIDAY	(i) 122,811	0	2,454	10,056	25,212	160,533	0
	SENIOR PROGRAM OFFICER	(ii) 0	0	0	0	0	0	0
4	CARLA G CASTILLO	(i) 117,868	0	2,670	9,400	26,663	156,601	0
	SENIOR PROGRAM OFFICER	(ii) 0	0	0	0	0	0	0
5		(i)						
		(ii)						
6		(i)						
		(ii)						
7		(i)						
		(ii)						
8		(i)						
		(ii)						
9		(i)						
		(ii)						
10		(i)						
		(ii)						
11		(i)						
		(ii)						
12		(i)						
		(ii)						
13		(i)						
		(ii)						
14		(i)						
		(ii)						
15		(i)						
		(ii)						
16		(i)						
		(ii)						

Part III

Supplemental Information. Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference - Identifier	Explanation
SCHEDULE J, PART I, LINE 3 - ARRANGEMENT USED TO ESTABLISH THE TOP MANAGEMENT OFFICIAL'S COMPENSATION	THE FOUNDATION USES THE PROCESS ESTABLISHED BY THE PARENT COMPANY, DELTA DENTAL OF COLORADO, TO ESTABLISH THE TOP MANAGEMENT OFFICIAL'S COMPENSATION. THIS INCLUDES THE USE OF COMPENSATION SURVEYS AND STUDIES, A COMPENSATION CONSULTANT WHERE APPLICABLE, AND APPROVAL BY THE COMPENSATION COMMITTEE OF THE BOARD OF DIRECTORS.
SCHEDULE J, PART I, LINE 5B - COMPENSATION CONTINGENT ON REVENUES OF A RELATED ORGANIZATION	DELTA DENTAL OF COLORADO HAS AN INCENTIVE PLAN WHICH PROVIDES AN ANNUAL BONUS FOR ALL ELIGIBLE EMPLOYEES IF THE COMPANY REACHES CERTAIN GOALS, INCLUDING A MINIMUM NET GAIN GOAL. MANAGERS WITH STAFF AND DIRECTOR LEVEL EMPLOYEES ARE ELIGIBLE. THE COMPANY ALSO HAS A LONG-TERM INCENTIVE PROGRAM FOR EXECUTIVES, WHICH IS BASED ON BOTH A MEMBERSHIP GROWTH AND RETURN ON REVENUE FACTOR. THE LONG-TERM INCENTIVE PROGRAM HAS THREE-YEAR TARGETS AND IS PAID OUT ANNUALLY IN MARCH OF THE SUBSEQUENT YEAR.
SCHEDULE J, PART I, LINE 6B - COMPENSATION CONTINGENT ON NET EARNINGS OF A RELATED ORGANIZATION	SEE NARRATIVE FOR LINE 5B ABOVE.
SCHEDULE J, PART I, LINE 7 - NON-FIXED PAYMENTS	PER THE BOARD BY-LAWS, IN ADDITION TO QUARTERLY RETAINERS, BOARD MEMBERS ARE COMPENSATED FOR MEETING ATTENDANCE, SO PAYMENTS MAY VARY BASED ON THE NUMBER OF MEETINGS ATTENDED DURING THE YEAR. REASONABLE COMPENSATION IS APPROVED BY THE BOARD OF DIRECTORS.

**SCHEDULE O
(Form 990)**

(Rev. January 2025)

Department of the Treasury
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ****Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.****Attach to Form 990 or Form 990-EZ.****Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

DELTA DENTAL PLAN OF COLORADO FOUNDATION INC

Employer identification number

84-1389431

Return Reference - Identifier	Explanation
FORM 990, PART III, LINE 4A-4C - DESCRIPTION OF PROGRAM SERVICES	(EXPENSES \$580,570 INCLUDING GRANTS OF \$580,570)(REVENUE \$8,613) WITH THE RECENT LAUNCH OF OUR NEW STRATEGIC PLAN, WE FIND OURSELVES IN A MOMENT OF REFLECTION LOOKING FORWARD WHILE CELEBRATING THE ACHIEVEMENTS OF THE PAST. OVER THE LAST FIVE YEARS, OUR PREVIOUS STRATEGIC PLAN GUIDED US THROUGH TRANSFORMATIVE INITIATIVES IN WORKFORCE DEVELOPMENT, ACCESS TO ORAL HEALTH CARE, AND PREVENTION. FROM 2021-2025, DELTA DENTAL OF COLORADO FOUNDATION (DDCOF) COMMITTED MORE THAN 23M IN CONTRIBUTIONS AND SUPPORTED 167 GRANTS AND MISSION-RELATED INVESTMENTS (MRIS) TO ADDRESS SYSTEMIC CHALLENGES AND THE ROOT CAUSES OF ORAL HEALTH DISPARITIES. THIS WAS A MARKED SHIFT IN OUR STRATEGY, FOCUSING OUR EFFORTS ON UPSTREAM SOLUTIONS. BELOW, WE HIGHLIGHT SOME OF THE ACCOMPLISHMENTS ACHIEVED DURING THIS TIME. AS WE TURN THE PAGE TO A NEW CHAPTER, WE TAKE PRIDE IN THE PROGRESS WE'VE MADE TOGETHER IN OUR MISSION TO ELEVATE THE WELL-BEING OF ALL COLORADANS BY ADVANCING ORAL HEALTH EQUITY. EXPANDING AND DIVERSIFYING DENTAL HYGIENE PROGRAMS ACROSS THE STATE IN PARTNERSHIP WITH COLORADO'S HIGHER EDUCATION SYSTEM: WHILE OUR WORKFORCE DEVELOPMENT INITIATIVE ENCOMPASSED VARIOUS STRATEGIES INCLUDING SCHOLARSHIPS AND CAREER PATHWAYS, DDCOF DEDICATED NEARLY 5M IN GRANTS TO EXPANDING AND DIVERSIFYING DENTAL HYGIENE PROGRAMS IN COLORADO. THE IMPACT OF THIS INITIATIVE IS TRULY ASTONISHING, MORE THAN DOUBLING THE NUMBER OF AVAILABLE SEATS IN DENTAL HYGIENE PROGRAMS ACROSS THE STATE AND HELPING TO EASE COLORADO'S ORAL HEALTH WORKFORCE SHORTAGE. ADDITIONALLY, THE NUMBER OF SEATS AVAILABLE TO STUDENTS IN EXISTING DENTAL HYGIENE PROGRAMS AT COMMUNITY COLLEGE OF DENVER HAS INCREASED. EMBEDDING ORAL HEALTH SCREENINGS INTO UNIVERSAL PRESCHOOL PROGRAMS: DDCOF'S ORIGINAL MISSION WAS DEDICATED TO PREVENTING CHILDHOOD CARIES, THE NUMBER ONE DISEASE FACED BY OUR CHILDREN. THE PREVENTION INITIATIVE CONTINUED OUR EFFORTS TO ENCOURAGE AND OFFER PREVENTIVE SERVICES TO OUR YOUNGEST GENERATION. THE HEALTHY UNIVERSAL PRESCHOOL COLLABORATIVE (HUPC) IS EMBEDDING ORAL HEALTH SCREENINGS INTO UNIVERSAL PRESCHOOL PROGRAMS ACROSS DIVERSE SETTINGS, INCLUDING HOME, CENTER, AND SCHOOL-BASED SITES. THIS GROUNDBREAKING EFFORT WILL REACH MORE THAN 4,700 CHILDREN STATEWIDE, SOME OF WHOM MAY HAVE NEVER VISITED A DENTIST BEFORE. THROUGH PARTNERSHIPS WITH NONPROFITS, CHILDCARE HEALTH CONSULTANTS, AND EDUCATORS, HUPC EMPOWERS LOCAL COMMUNITIES WITH INNOVATIVE TOOLS, TRAINING, AND RESOURCES. MORE THAN 100 UNIVERSAL PRESCHOOL PROGRAMS ARE NOW INTEGRATING DENTAL SCREENINGS WITH THE SUPPORT OF MORE THAN 75 COMMUNITY PARTNERS ACROSS URBAN AND RURAL AREAS. LOOKING AHEAD, THE PROJECT PLANS TO GROW ITS IMPACT BY EQUIPPING EVEN MORE LOCAL COORDINATING ORGANIZATIONS AND CHILDCARE HEALTH CONSULTANTS WITH RESOURCES TAILORED TO MEET THE 2025 HEALTHY DEVELOPMENT QUALITY STANDARDS. INTRODUCING MISSION-RELATED INVESTMENTS TO DDCOF: AS THE ONLY DEDICATED ORAL HEALTH FUNDER IN COLORADO, DDCOF EXPANDED ITS SUPPORT BEYOND GRANTMAKING BY INTRODUCING MISSION-RELATED INVESTMENTS (MRIS). THESE MRIS PROVIDE LOW-INTEREST LOANS TO FUND ORAL HEALTH-RELATED CAPITAL NEEDS OF COMMUNITY-BASED DENTAL PROVIDERS, SERVICES, AND CLINICS, OFFERING ORGANIZATIONS ACCESS TO FINANCIAL SUPPORT FOR THEIR CAPITAL NEEDS. CONTINUING THE JOURNEY TOWARD ORAL HEALTH EQUITY: AS WE MOVE FORWARD WITH OUR NEW STRATEGIC PLAN, DELTA DENTAL OF COLORADO FOUNDATION REMAINS STEADFAST IN ITS MISSION TO ADVANCE ORAL HEALTH EQUITY ACROSS THE STATE. THE ACHIEVEMENTS SHARED ARE A TESTAMENT TO THE POWER OF PARTNERSHIP, INNOVATIVE THINKING, AND A SHARED COMMITMENT TO THE WELL-BEING OF ALL COLORADANS. WITH THE LESSONS OF THE PAST AS OUR GUIDE AND THE SUPPORT OF OUR COMMUNITY PARTNERS, WE ARE INSPIRED TO CONTINUE FOSTERING SYSTEMIC CHANGE AND CREATING A FUTURE WHERE EVERYONE HAS THE OPPORTUNITY TO HAVE A HEALTHY MOUTH.
FORM 990, PART V, LINE 2A -	DELTA DENTAL OF COLORADO ACTS AS A COMMON PAYMASTER AND ISSUES W-2S FOR EMPLOYEES WHO WORK FOR THE FOUNDATION. THE NUMBER OF W-2S REPORTED ON FORM 990 PART V LINE 2A ONLY INCLUDE THE NUMBER OF EMPLOYEES WHO WORKED ON FOUNDATION ACTIVITIES DURING THE YEAR.
FORM 990, PART VI, LINE 11B - REVIEW OF FORM 990 BY GOVERNING BODY	THE ORGANIZATIONS ACCOUNTING DEPARTMENT REVIEWS THE DRAFT OF THE FORM 990 AND ANY CHANGES, IF NEEDED, ARE MADE. IT IS SUBSEQUENTLY REVIEWED BY THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS AND ANY CHANGES, IF NEEDED, ARE MADE. THE FINAL DRAFT OF FORM 990 IS THEN PRESENTED TO THE FULL BOARD OF DIRECTORS FOR REVIEW AND APPROVAL PRIOR TO BEING FILED.
FORM 990, PART VI, LINE 12C - CONFLICT OF INTEREST POLICY	THE COMPLETED ANNUAL CONFLICT OF INTEREST STATEMENTS ARE MAINTAINED BY THE EXECUTIVE DIRECTOR WHO ENSURES THAT BOARD MEMBERS EXCUSE THEMSELVES FROM VOTING ON ANY MATTERS FOR WHICH THERE IS A CONFLICT OF INTEREST.
FORM 990, PART VI, LINE 15A - PROCESS TO ESTABLISH COMPENSATION OF TOP MANAGEMENT OFFICIAL	EXECUTIVE DIRECTOR: AN EMPLOYEE OF DELTA DENTAL OF COLORADO 83-4416613. BECAUSE THE FOUNDATION REIMBURSES DELTA DENTAL OF COLORADO FOR THE TIME THE EXECUTIVE DIRECTOR WORKS ON FOUNDATION ACTIVITIES, THAT PORTION OF HIS COMPENSATION IS REPORTED IN COLUMN D AS COMPENSATION FROM THE FOUNDATION.

Name of the organization DELTA DENTAL PLAN OF COLORADO FOUNDATION INC	Employer identification number 84-1389431
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Return Reference - Identifier	Explanation
FORM 990, PART VI, LINE 15B - PROCESS TO ESTABLISH COMPENSATION OF OTHER OFFICERS OR KEY EMPLOYEES	OTHER OFFICERS ARE EMPLOYEES OF DELTA DENTAL OF COLORADO 83-4416613. BECAUSE THE FOUNDATION REIMBURSES DELTA DENTAL OF COLORADO FOR THEIR PERSONNEL COSTS, THEIR COMPENSATION IS REPORTED IN COLUMN D AS COMPENSATION FROM THE FOUNDATION.
FORM 990, PART VI, LINE 19 - REQUIRED DOCUMENTS AVAILABLE TO THE PUBLIC	THE FOUNDATION MAINTAINS COPIES OF THE GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS THAT ARE AVAILABLE FOR PUBLIC INSPECTION. THE ORGANIZATION HAS A STATEMENT ON ITS WEBSITE THAT INFORMS THE PUBLIC THAT THESE DOCUMENTS ARE AVAILABLE FOR PUBLIC INSPECTION AT ITS CORPORATE HEADQUARTERS.

SCHEDULE R
(Form 990)

(Rev. January 2025)
Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public
Inspection

Name of the organization
DELTA DENTAL PLAN OF COLORADO FOUNDATION INC

Employer identification number
84-1389431

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) DELTA DENTAL OF COLORADO (83-4416613) 6465 GREENWOOD PLAZA BLVD, SUITE 900, CENTENNIAL, CO 80111	DENTAL INSURANCE	CO	501(C)(4)		ENSEMBLE INNOVATION VENTURES		✓
(2) ENSEMBLE INNOVATION VENTURES (83-4432148) 6465 GREENWOOD PLAZA BLVD, SUITE 900, CENTENNIAL, CO 80111	INVESTMENTS IN COMPANIES THAT IMPROVE COMMUNITY HEALTH	CO	501(C)(4)		N/A		✓
(3)							
(4)							
(5)							
(6)							
(7)							

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512—514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)-----												
(2)-----												
(3)-----												
(4)-----												
(5)-----												
(6)-----												
(7)-----												

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)(SEE STATEMENT)-----									
(2)-----									
(3)-----									
(4)-----									
(5)-----									
(6)-----									
(7)-----									

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a	✓
b Gift, grant, or capital contribution to related organization(s)	1b	✓
c Gift, grant, or capital contribution from related organization(s)	1c	✓
d Loans or loan guarantees to or for related organization(s)	1d	✓
e Loans or loan guarantees by related organization(s)	1e	✓
f Dividends from related organization(s)	1f	✓
g Sale of assets to related organization(s)	1g	✓
h Purchase of assets from related organization(s)	1h	✓
i Exchange of assets with related organization(s)	1i	✓
j Lease of facilities, equipment, or other assets to related organization(s)	1j	✓
k Lease of facilities, equipment, or other assets from related organization(s)	1k	✓
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	✓
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	✓
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	✓
o Sharing of paid employees with related organization(s)	1o	✓
p Reimbursement paid to related organization(s) for expenses	1p	✓
q Reimbursement paid by related organization(s) for expenses	1q	✓
r Other transfer of cash or property to related organization(s)	1r	✓
s Other transfer of cash or property from related organization(s)	1s	✓

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a–s)	(c) Amount involved	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512—514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

Schedule R (Form 990) (Rev. 1-2025)

Part IV**Identification of Related Organizations Taxable as a Corporation or Trust** (continued)

(a) Name, address and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C-corp, S-corp or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1) BETA HEALTH ASSOCIATION (84-1146388) 6465 GREENWOOD PLAZA BLVD, SUITE 900, CENTENNIAL, CO 80111	PROVIDES NON-INSURED DENTAL BENEFITS TO SUPPORT DENTAL INSURANCE CARRIERS	CO	ENSEMBLE INNOVATION VENTURES	C CORPORATION	N/A	N/A	N/A		✓
(2) EMBER ASSURANCE (87-4622250) 6465 GREENWOOD PLAZA BLVD, SUITE 900, CENTENNIAL, CO 80111	MARKET AND ADMINISTER VISION INSURANCE PRODUCTS	CO	ENSEMBLE INNOVATION VENTURES	C CORPORATION	N/A	N/A	N/A		✓

**Application for Extension of Time To File an Exempt Organization
Return or Excise Taxes Related to Employee Benefit Plans**

OMB No. 1545-0047

File a separate application for each return.
Go to www.irs.gov/Form8868 for the latest information.

Electronic filing (e-file). You can electronically file Form 8868 to request up to a 6-month extension of time to file any of the forms listed below except for Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts. An extension request for Form 8870 must be sent to the IRS in a paper format (see instructions). For more details on the electronic filing of Form 8868, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Part I — Identification

Type or Print File by the due date for filing your return. See instructions.	Name of exempt organization, employer, or other filer, see instructions. DELTA DENTAL PLAN OF COLORADO FOUNDATION INC	Taxpayer identification number (TIN) 84-1389431
	Number, street, and room or suite no. If a P.O. box, see instructions. 6465 GREENWOOD PLAZA BLVD STE 900	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. CENTENNIAL, CO 80111	

Enter the Return Code for the return that this application is for (file a separate application for each return) **0 1**

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 4720 (other than individual)	09
Form 4720 (individual)	03	Form 5227	10
Form 990-PF	04	Form 6069	11
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 8870	12
Form 990-T (trust other than above)	06	Form 5330 (individual)	13
Form 990-T (corporation)	07	Form 5330 (other than individual)	14
Form 1041-A	08	Form 990-T (governmental entities)	15

• After you enter your Return Code, complete either Part II or Part III. Part III, including signature, is applicable only for an extension of time to file Form 5330.

• If this application is for an extension of time to file Form 5330, you must enter the following information

Plan Name _____
Plan Number _____
Plan Year Ending (MM/DD/YYYY) _____

Part II — Automatic Extension of Time To File for Exempt Organizations (see instructions)

• The books are in the care of **MICHAEL THORNLEY, 6465 GREENWOOD PLAZA BLVD STE 900, CENTENNIAL, CO 80111**

Telephone No. **(303) 741-9300** Fax No. _____

• If the organization does not have an office or place of business in the United States, check this box ☐

• If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____

If this is for the whole group, check this box ☐If it is for part of the group, check this box and attach a list with the names and TINs of all members the extension is for . . . ☐

1 I request an automatic 6-month extension of time until **11/16**, 20 **26**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

☒ calendar year 20 **25** or
☐ tax year beginning _____, 20 _____, and ending _____, 20 _____.

2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return

☐ Change in accounting period

3a If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

1 I request an extension of time until _____, 20____, to file Form 5330.

a	Enter the Code section(s) imposing the tax.	1a	
b	Enter the payment amount attached.	1b	\$
c	For excise taxes under section 4980 or 4980F of the Code, enter the reversion/amendment date (MM/DD/YYYY).	1c	

[illegible]

Date _____

9/28/2026 8:20:22 AM