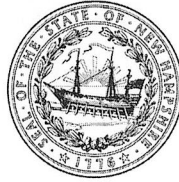


COMMISSIONER  
Jared S. Chicoine

DEPUTY COMMISSIONER  
Joshua W. Elliott



(603) 271-3670

Website:  
www.energy.nh.gov

**DEPARTMENT OF ENERGY**

21 S. Fruit St., Suite 10  
Concord, N.H. 03301-2429

June 17, 2026

Her Excellency, Governor Kelly A. Ayotte  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the New Hampshire Department of Energy (Department) to amend the existing **SOLE SOURCE** contract with Tri-County Community Action Program Inc. (TCCAP), Berlin, NH Vendor #177195, by increasing the price limitations by \$1,057,500 from \$5,111,317 to \$6,168,817 using additional Low-Income Home Energy Assistance Program (LIHEAP) funds made available through remaining regular program year funds, from the U.S. Department of Health and Human Services, Administration for Children and Families, effective upon Governor and Executive Council approval through September 30, 2027. There is no time extension being requested for this contract. The original contract was approved by Governor and Executive Council on October 1, 2025, Item #20. **100% Federal Funds.**

Funding is available in the Fuel Assistance account as follows:	FY 2027
02-52-52-52051-33540000-074-500587	
Grants for Pub Assist & Relief	\$1,057,500

**EXPLANATION**

This is an amendment to a **SOLE SOURCE** contract because the historical performance of the Community Action Agencies (CAA) in the New Hampshire LIHEAP (also known as the Fuel Assistance Program or FAP), their outreach and client service capabilities, and the synergies that benefit the FAP as a result of the five statewide CAAs' implementation of several other federal assistance programs as well as the infrastructure that is already in place to deliver LIHEAP services. The Department proposes to continue to subcontract with the five CAAs who have successfully provided FAP services

Her Excellency, Governor Kelly Ayotte  
and the Honorable Council  
June 17, 2026  
Page 2 of 2

at the local level for more than three decades. The CAAs work closely with the Department's FAP Administrator in the implementation of the program.

The amendment adds additional funding which was received for Program Year 26 (PY26) to existing contracts and makes them available to the CAAs until the contract ends on September 30, 2027, making them available for next winter's heating season.

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

The Department has determined that the vendor is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract. Documents supporting these assertions are available at the agency, for review upon request.

TCCAP is a non-profit organization, and the Department has confirmed the vendor is registered and in good standing with the Department of Justice's Charitable Division.

Respectfully submitted,



Jared S. Chicoine  
Commissioner

NEW HAMPSHIRE DEPARTMENT OF ENERGY

SUBJECT: FUEL ASSISTANCE CONTRACT

TRI-COUNTY COMMUNITY ACTION PROGRAM, INC.

AMENDMENT #1

This Amendment is between the State of New Hampshire Department of Energy, 21 South Fruit Street, Concord, Merrimack County, NH 03301 (hereinafter referred to as the "State") and Tri-County Community Action Program, Inc., 30 Exchange Street, Berlin, Coos County, NH 03570 (hereinafter the "Contractor").

Pursuant to an Agreement (hereinafter referred to as the "Agreement"), as approved by Governor and Council October 1, 2025, Item #20, the Contractor has agreed to provide certain Services, per the terms and conditions specified in the Agreement and in consideration of payment by the State of certain sums as specified therein.

WHEREAS, pursuant to the provisions of Section 17 of the Agreement, the Agreement may be modified or amended only by a written instrument executed by the parties thereto and only after approval of such modification or amendment by the Governor and Council; and

WHEREAS, the State and the Contractor have agreed to amend the Agreement in certain respects.

NOW THEREFORE, in consideration of the foregoing and of the covenants and conditions in the Agreement as set forth herein, the parties agree to the following:

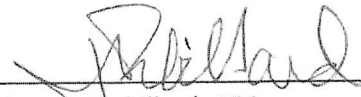
- 1) Amendment and Modification of Agreement. The Agreement is amended and modified as follows:
  - A) P-37, Price Limitation: Amend Subparagraph 1.8 of the Agreement by deleting the current sum of \$5,111,317 and inserting in place thereof the total sum of \$6,168,817.
  - B) Exhibit C – Payment Terms: Amend first paragraph by deleting the current total sum of \$5,111,317 and inserting in place thereof the total sum of \$6,168,817.
  - C) Exhibit C – Payment Terms: Amend second paragraph by deleting the current sum for administrative costs of \$295,366 and inserting \$388,744 for administrative costs.
  - D) Exhibit C – Payment Terms: Amend second paragraph by deleting the current sum for program costs of \$4,395,983 and inserting \$5,311,899 for program costs.

- E) Exhibit C – Payment Terms: Amend second paragraph by deleting the current sum for program support costs of \$231,368 and inserting \$279,574 for program support costs.
- 2) Continuance of Agreement. Except as specifically amended and modified by the Terms and Conditions of this Amendment, obligations of the parties hereunder shall remain in full force and effect in accordance with the terms and conditions set forth in the Agreement as it existed immediately prior to this Amendment.

IN WITNESS WHEREOF, the parties have hereunto set their hands as of the day and year written below.

Tri-County Community Action Program, Inc.

Date: 5/5/26

By:   
Jeanne Bobillard, CEO

STATE OF NEW HAMPSHIRE  
NH Department of Energy


Date: 5/13/2026

By:   
Jared S. Chicoine, Commissioner

Approved as to form, execution and substance:

OFFICE OF THE ATTORNEY GENERAL

5/28/2026  
Date: \_\_\_\_\_

By:   
Assistant Attorney General

I hereby certify that the foregoing contract was approved by the Governor and Council of the State of New Hampshire at their meeting on \_\_\_\_\_, 2026.

OFFICE OF THE SECRETARY OF STATE

By: \_\_\_\_\_

Title: \_\_\_\_\_

# State of New Hampshire

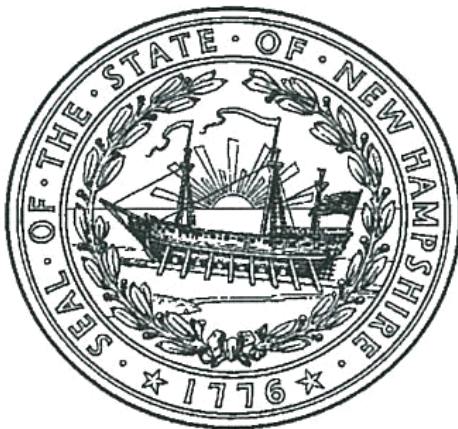
## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. (TRI-COUNTY CAP) is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 18, 1965. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **63020**

Certificate Number: **0007892406**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 1st day of April A.D. 2026.

A handwritten signature in black ink, appearing to read "D. Scanlan", written over a faint circular outline.

David M. Scanlan  
Secretary of State

**CERTIFICATE OF AUTHORITY**

I, Gabrielle O'Malley, hereby certify that:  
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of Tri-County Community Action Program, Inc.(Tri-County CAP)  
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on May 27th, 2025, at which a quorum of the Directors/shareholders were present and voting.  
(Date)

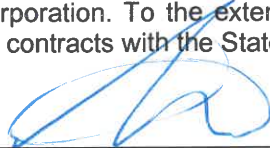
**VOTED:** That Jeanne Robillard, or Randall Pilotte, or Brenda Gagne (may list more than one person)  
(Name and Title of Contract Signatory)

is duly authorized on behalf of Tri-County Community Action Program, INC. to enter into contracts or agreements with the State  
(Name of Corporation/ LLC)

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority **remains valid for thirty (30)** days from the date of this Certificate of Authority. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

Dated: 4/6/20

  
\_\_\_\_\_  
Signature of Elected Officer  
Name: Gabrielle O'Malley  
Title: Board Chair



# NONPROFIT COVER SHEET

**A. Entity Name:** Tri-County Community Action Program, Inc.

**B. Entity's Contact Information:**

**For Records Requests (e.g., resumes of key personnel; audited financial statements):**

Name / Phone / Email: 603-752-7001 tccapcontracts@tccap.org

**Person responsible for Accuracy and Completeness of information provided:**

Name: Jeanne Robillard Title: Chief Executive Officer

Signature:  DocuSigned by: Jeanne Robillard

**C. List Board of Directors and Affiliations**

<u>Name (Identify any additional role(s) in Parentheses)</u>	<u>Affiliations</u>
E.g., John Doe (President)	
Brian Hoffman (Secretary)	Community Member
Gabrielle Omalley (Board Chair)	Community Member
Melissa Mullen	Citizens Bank
John Bolton (Treasurer)	AARP
Linda Massimilla	Community Member
Ruth Heintz (Vice Chair)	NH Legal Assistance Town of Bethlehem ZBA
Erika Collins	Whitehorse Recovery
Benoit Lamontagne	Department of Business and Economic Affairs

**D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached):**

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
Jeanne Robillard	CEO	\$155,012	\$0.00
Randall Pilotte	CFO	\$100,888	\$0.00
Brenda Gagne	CPO	\$90,480	\$0.00

**DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY**

**E. Check one of the following:**

- [ X ] The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
- [ ] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
- 
- 
- 

**CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION**

**F. Check one of the following:**

- [ X ] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (\*\* see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- [ ] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- [ ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

**\*\* Note:** Attached screen shot from the DOJ Registered Charities List found at:

<https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf>

**FINANCIAL DISCLOSURES**

**G. Check one the following:**

- [X ] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**
- [ ] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**
- [ ] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

**1. INCOME STATEMENT**

	<u>Revenue</u>		<u>Expenses</u>
<i>Grants</i>	\$	<i>Compensation of officers, directors, and key personnel</i>	\$
<i>Donations</i>	\$		
<i>Program Services Revenue</i>	\$	<i>Other salaries &amp; wages</i>	\$
<i>Interest &amp; Dividends</i>	\$	<i>Payroll taxes &amp; employee benefits</i>	\$
<i>All other Revenue</i>	\$	<i>Occupancy, rent, utilities, and insurance</i>	\$
<u>Total Revenue</u>	\$	<i>Printing, publications, postage, office supplies, and IT</i>	\$
		<i>All other expenses</i>	\$
		<u>Total Expenses</u>	\$

## 2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash &amp; Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property &amp; Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

## MISSION STATEMENT

Tri-County Community Action Program provides opportunities to strengthen communities by improving the lives of low to moderate income families and individuals.

## VISION STATEMENT

Individuals and families are empowered to create vibrant communities and foster self-sufficiency.

## VALUES STATEMENT

Tri-County Community Action Program, values a culture of integrity.

*This Includes:*

1. Transparency in all our interactions and communications, stressing accountability to ourselves as an organization and to those we serve.
2. Connection to community. We value our community partners and work to build strong partnerships that unite us all in the common goal of improving the lives of others.
3. Recognition of our mutual humanity. We treat customers, co-workers and colleagues with compassion, fairness, dignity and respect.
4. We value the empowerment of those who seek our services, believing that empowerment leads to improved self-worth and enables those we serve to fully participate in their communities and share their success with others.



# TRI-COUNTY COMMUNITY ACTION

Serving Coös, Carroll & Grafton Counties since 1965



30 Exchange St. Berlin, NH 03570  
Phone: (603) 752-7001  
Fax: (603) 752-7607  
[www.tccap.org](http://www.tccap.org)

*Financial Statements*

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**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC.**  
**AND AFFILIATE**

**CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024  
AND  
INDEPENDENT AUDITORS' REPORT AND  
REPORTS ON COMPLIANCE AND  
INTERNAL CONTROL**

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024**

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## **INDEPENDENT AUDITORS' REPORT**

To the Board of Directors of  
Tri-County Community Action Program, Inc. and Affiliate

### **Report on the Audit of the Financial Statements**

#### ***Opinion***

We have audited the accompanying consolidated financial statements of Tri-County Community Action Program, Inc. and Affiliate (New Hampshire nonprofit organizations), which comprise the consolidated statements of financial position as of June 30, 2025 and 2024, the related consolidated statements of functional expenses, and cash flows for the years then ended, the related statement of activities for the year ended June 30, 2025, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Tri-County Community Action Program, Inc. and Affiliate as of June 30, 2025, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinion***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Tri-County Community Action Program, Inc. and Affiliate and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Tri-County Community Action Program, Inc. and Affiliate's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Tri-County Community Action Program, Inc. and Affiliate's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Tri-County Community Action Program, Inc. and Affiliate's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### **Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying schedule of expenditures of federal awards and non-federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards and non-federal awards is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

### **Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated November 11, 2025, on our consideration of Tri-County Community Action Program, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Tri-County Community Action Program, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Tri-County Community Action Program, Inc.'s internal control over financial reporting and compliance.

### **Report on Summarized Comparative Information**

We have previously audited Tri-County Community Action Program, Inc. and Affiliates' 2024 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated November 13, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2024, is consistent, in all material respects, with the audited financial statements from which it has been derived.

*Leone McDonnell & Roberts*  
*Professional Association*

North Conway, New Hampshire  
November 11, 2025

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION  
JUNE 30, 2025 AND 2024**

	<b><u>ASSETS</u></b>	
	<b><u>2025</u></b>	<b><u>2024</u></b>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 5,711,728	\$ 4,658,626
Restricted cash, Guardianship Services Program	1,494,908	1,026,499
Accounts receivable	1,687,892	2,044,392
Pledges receivable	218,958	284,892
Inventories	121,075	102,774
Prepaid expenses	<u>214,342</u>	<u>179,803</u>
Total current assets	<u>9,448,903</u>	<u>8,296,986</u>
<b>PROPERTY</b>		
Property and equipment	13,112,136	12,831,168
Less accumulated depreciation	<u>(7,452,287)</u>	<u>(6,994,869)</u>
Property, net	<u>5,659,849</u>	<u>5,836,299</u>
<b>NONCURRENT ASSETS</b>		
Right of use asset, operating	129,857	123,817
Restricted cash	<u>475,150</u>	<u>449,389</u>
Total noncurrent assets	<u>605,007</u>	<u>573,206</u>
<b>TOTAL ASSETS</b>	<b><u>\$ 15,713,759</u></b>	<b><u>\$ 14,706,491</u></b>
	<b><u>LIABILITIES AND NET ASSETS</u></b>	
<b>CURRENT LIABILITIES</b>		
Current portion of long term debt	\$ 140,153	\$ 135,315
Current portion of right of use liability, operating	69,432	59,260
Accounts payable	265,102	273,732
Accrued compensated absences	243,285	227,225
Accrued salaries	106,779	89,951
Accrued expenses	167,202	106,809
Refundable advances	47,342	85,188
Other liabilities	<u>1,554,413</u>	<u>1,135,480</u>
Total current liabilities	2,593,708	2,112,960
<b>NONCURRENT LIABILITIES</b>		
Right of use liability, operating, less current portion	60,425	64,557
Long term debt, net of current portion	<u>3,971,266</u>	<u>4,108,684</u>
Total liabilities	<u>6,625,399</u>	<u>6,286,201</u>
<b>NET ASSETS</b>		
Without donor restrictions	8,656,900	8,074,913
With donor restrictions	<u>431,460</u>	<u>345,377</u>
Total net assets	<u>9,088,360</u>	<u>8,420,290</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>\$ 15,713,759</u></b>	<b><u>\$ 14,706,491</u></b>

See Notes to Consolidated Financial Statements

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**CONSOLIDATED STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2025  
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION**

	<b><u>Without Donor Restrictions</u></b>	<b><u>With Donor Restrictions</u></b>	<b><u>2025 Total</u></b>	<b><u>2024 Total</u></b>
<b>REVENUES AND OTHER SUPPORT</b>				
Grants and contracts	\$ 17,387,552	\$ 170,594	\$ 17,558,146	\$ 17,376,848
Program funding	980,301	-	980,301	1,054,639
Utility programs	1,410,743	-	1,410,743	1,680,558
In-kind contributions	440,670	-	440,670	422,563
Contributions	486,499	-	486,499	354,046
Fundraising	31,252	-	31,252	32,778
Rental income	941,886	-	941,886	889,403
Interest income	80,200	-	80,200	79,025
Gain on disposal of property	2,000	-	2,000	800
Other revenue	3,381	-	3,381	1,708
	<u>21,764,484</u>	<u>170,594</u>	<u>21,935,078</u>	<u>21,892,368</u>
<b>NET ASSETS RELEASED FROM RESTRICTIONS</b>	<u>84,511</u>	<u>(84,511)</u>	<u>-</u>	<u>-</u>
	<u>21,848,995</u>	<u>86,083</u>	<u>21,935,078</u>	<u>21,892,368</u>
<b>FUNCTIONAL EXPENSES</b>				
Program Services:				
Agency Fund	1,158,360	-	1,158,360	1,295,519
Head Start	3,458,182	-	3,458,182	3,171,577
Guardianship	775,529	-	775,529	601,621
Transportation	1,317,802	-	1,317,802	1,810,631
Volunteer	82,632	-	82,632	72,341
Carroll County Dental	608,137	-	608,137	585,935
Homeless	985,595	-	985,595	1,151,632
Energy and Community Development	9,828,943	-	9,828,943	9,943,891
Elder	1,399,775	-	1,399,775	1,287,154
Housing Services	230,299	-	230,299	212,242
	<u>19,845,254</u>	<u>-</u>	<u>19,845,254</u>	<u>20,132,543</u>
Supporting Activities:				
General and administrative	1,417,723	-	1,417,723	1,204,546
Fundraising	4,031	-	4,031	3,429
	<u>1,421,754</u>	<u>-</u>	<u>1,421,754</u>	<u>1,207,975</u>
Total functional expenses	<u>21,267,008</u>	<u>-</u>	<u>21,267,008</u>	<u>21,340,518</u>
<b>CHANGE IN NET ASSETS</b>	581,987	86,083	668,070	551,850
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u>8,074,913</u>	<u>345,377</u>	<u>8,420,290</u>	<u>7,868,440</u>
<b>NET ASSETS, END OF YEAR</b>	<u>\$ 8,656,900</u>	<u>\$ 431,460</u>	<u>\$ 9,088,360</u>	<u>\$ 8,420,290</u>

See Notes to Consolidated Financial Statements

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED JUNE 30, 2025**

	<u>Agency Fund</u>	<u>Head Start</u>	<u>Guardianship</u>	<u>Transportation</u>	<u>Volunteer</u>	<u>Carroll County Dental</u>	<u>Homeless</u>	<u>Energy and Community Development</u>	<u>Elder</u>	<u>Housing Services</u>	<u>Total</u>	<u>General and Administrative</u>	<u>Fundraising</u>	<u>Total</u>
<b>Direct Expenses</b>														
Payroll	\$ 298,502	\$ 1,792,843	\$ 508,342	\$ 596,834	\$ 42,764	\$ 228,258	\$ 318,353	\$ 1,575,083	\$ 609,717	\$ 61,467	\$ 6,032,163	\$ 706,005	\$ -	\$ 6,738,168
Payroll taxes and benefits	72,737	480,811	123,018	116,440	17,093	56,928	85,600	432,474	112,721	-	1,497,822	179,187	-	1,677,009
Assistance to clients	-	-	-	212,985	-	-	309,133	6,660,624	-	-	7,182,742	-	-	7,182,742
Consumable supplies	3,090	225,941	10,181	4,415	1,977	34,995	84,276	547,691	334,110	2,226	1,248,902	17,428	-	1,266,330
Space costs and rentals	11,390	253,621	47,530	6,304	5,508	-	93,062	234,240	74,284	-	725,939	99,423	-	825,362
Depreciation expense	203,404	36,218	2,000	104,900	-	36,075	26,794	30,053	5,160	67,389	511,993	-	-	511,993
In-kind expended	-	238,887	-	27,156	4,320	-	-	-	170,307	-	440,670	-	-	440,670
Consultants and contractors	2,125	50,794	13,301	34,491	279	194,487	2,159	78,069	14,347	-	390,052	141,366	-	531,418
Utilities	216,057	36,861	32,395	15,981	2,242	13,694	30,973	47,480	32,315	29,313	457,311	9,155	-	466,466
Travel and meetings	14,298	180,258	8,293	42,290	3,674	4,583	9,352	13,021	17,567	248	293,584	48,047	-	341,631
Other direct program costs	9,905	29,343	3,779	9,610	3,051	655	7,246	27,691	8,886	38,489	138,655	60,031	4,031	202,717
Fiscal and administrative	30,958	2,760	9,112	1,780	88	6,972	1,290	29,619	1,196	4,332	88,107	105,379	-	193,486
Building and grounds maintenance	133,657	65,443	357	14,253	-	7,406	4,188	92	5,633	13,445	244,474	128	-	244,602
Interest expense	71,992	3,206	2,856	177	38	185	44	2,800	305	-	81,603	-	-	81,603
Vehicle expense	5,740	-	-	124,527	-	-	-	97,776	-	-	228,043	-	-	228,043
Insurance	68,964	10,965	836	3,788	1,598	1,379	10,636	5,741	-	3,580	107,487	33,150	-	140,637
Maintenance of equipment and rental	3,950	50,231	12,960	1,836	-	20,745	2,489	40,637	10,751	9,735	153,334	17,974	-	171,308
Fixed fees	11,591	-	569	35	-	1,775	-	5,852	2,476	75	22,373	450	-	22,823
<b>Total Direct Expenses</b>	<b>1,158,360</b>	<b>3,458,182</b>	<b>775,529</b>	<b>1,317,802</b>	<b>82,632</b>	<b>608,137</b>	<b>985,595</b>	<b>9,828,943</b>	<b>1,399,775</b>	<b>230,299</b>	<b>19,845,254</b>	<b>1,417,723</b>	<b>4,031</b>	<b>21,267,008</b>
<b>Indirect Expenses</b>														
Indirect costs	131,459	390,387	94,925	125,712	9,432	72,037	73,063	371,708	149,000	-	1,417,723	(1,417,723)	-	-
<b>Total Direct &amp; Indirect expenses</b>	<b>\$ 1,289,819</b>	<b>\$ 3,848,569</b>	<b>\$ 870,454</b>	<b>\$ 1,443,514</b>	<b>\$ 92,064</b>	<b>\$ 680,174</b>	<b>\$ 1,058,658</b>	<b>\$ 10,200,651</b>	<b>\$ 1,548,775</b>	<b>\$ 230,299</b>	<b>\$ 21,262,977</b>	<b>\$ -</b>	<b>\$ 4,031</b>	<b>\$ 21,267,008</b>

See Notes to Consolidated Financial Statements

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED JUNE 30, 2024**

	<u>Agency Fund</u>	<u>Head Start</u>	<u>Guardianship</u>	<u>Transportation</u>	<u>Volunteer</u>	<u>Carroll County Dental</u>	<u>Homeless</u>	<u>Energy and Community Development</u>	<u>Elder</u>	<u>Housing Services</u>	<u>Total</u>	<u>General and Administrative</u>	<u>Fundraising</u>	<u>Total</u>
<b>Direct Expenses</b>														
Payroll	\$ 353,307	\$ 1,716,764	\$ 388,354	\$ 666,067	\$ 46,912	\$ 261,594	\$ 362,333	\$ 1,484,816	\$ 562,713	\$ 56,066	\$ 5,898,926	\$ 560,294	\$ -	\$ 6,459,220
Payroll taxes and benefits	64,347	451,075	90,921	129,016	11,544	58,754	97,532	399,283	106,174	-	1,408,646	134,843	-	1,543,489
Assistance to clients	-	-	-	589,597	-	-	473,809	6,684,095	-	-	7,747,501	-	-	7,747,501
Consumable supplies	7,083	195,969	7,904	8,982	378	37,999	14,267	514,916	310,482	807	1,098,787	28,194	-	1,126,981
Space costs and rentals	2,575	243,768	44,948	9,102	6,003	-	94,093	213,546	66,953	-	680,988	98,610	-	779,598
Depreciation expense	203,322	40,474	7,830	102,254	-	36,982	24,712	41,321	5,160	67,389	529,444	-	-	529,444
In-kind expended	-	216,562	-	56,776	2,160	-	-	-	147,065	-	422,563	-	-	422,563
Consultants and contractors	60,692	20,159	3,040	29,600	688	139,596	24,099	358,410	9,062	-	645,346	139,864	-	785,210
Utilities	175,497	31,490	28,022	15,425	1,776	11,763	31,649	47,311	28,112	26,848	397,893	12,544	-	410,437
Travel and meetings	13,450	129,948	9,683	47,652	79	12,238	7,142	18,517	18,830	495	258,034	27,287	-	285,321
Other direct program costs	61,007	36,716	2,053	13,556	803	703	4,012	24,538	7,044	35,106	185,538	65,624	3,429	254,591
Fiscal and administrative	32,897	100	8,829	1,424	164	8,408	3,175	33,847	1,378	2,310	92,532	86,720	-	179,252
Building and grounds maintenance	150,839	34,515	80	5,648	-	7,399	3,936	4,943	1,709	10,393	219,462	-	-	219,462
Interest expense	79,312	852	2,489	382	-	78	25	1,804	328	-	85,270	-	-	85,270
Vehicle expense	8,119	-	-	124,527	-	-	98	88,021	-	-	220,765	-	-	220,765
Insurance	65,884	10,481	797	3,613	1,598	3,540	10,144	5,965	-	3,859	105,881	37,551	-	143,432
Maintenance of equipment and rental	12,350	42,704	6,596	6,971	236	4,844	606	21,210	16,539	8,969	121,025	12,431	-	133,456
Fixed fees	4,838	-	75	39	-	2,037	-	1,348	5,605	-	13,942	584	-	14,526
<b>Total Direct Expenses</b>	<b>1,295,519</b>	<b>3,171,577</b>	<b>601,621</b>	<b>1,810,631</b>	<b>72,341</b>	<b>585,935</b>	<b>1,151,632</b>	<b>9,943,891</b>	<b>1,287,154</b>	<b>212,242</b>	<b>20,132,543</b>	<b>1,204,546</b>	<b>3,429</b>	<b>21,340,518</b>
<b>Indirect Expenses</b>														
Indirect costs	130,828	305,710	63,254	117,621	7,218	61,466	64,809	334,790	118,850	-	1,204,546	(1,204,546)	-	-
<b>Total Direct &amp; Indirect expenses</b>	<b>\$ 1,426,347</b>	<b>\$ 3,477,287</b>	<b>\$ 664,875</b>	<b>\$ 1,928,252</b>	<b>\$ 79,559</b>	<b>\$ 647,401</b>	<b>\$ 1,216,441</b>	<b>\$ 10,278,681</b>	<b>\$ 1,406,004</b>	<b>\$ 212,242</b>	<b>\$ 21,337,089</b>	<b>\$ -</b>	<b>\$ 3,429</b>	<b>\$ 21,340,518</b>

See Notes to Consolidated Financial Statements

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED JUNE 30, 2025 AND 2024**

	<b><u>2025</u></b>	<b><u>2024</u></b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ 668,070	\$ 551,850
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	511,993	529,444
Amortization of debt issuance costs	887	887
Gain on disposal of property and equipment	(2,000)	(800)
(Increase) decrease in assets:		
Accounts receivable	356,500	(19,846)
Pledges receivable	65,934	(92,680)
Inventories	(18,301)	20,635
Prepaid expenses	(34,539)	(40,915)
Increase (decrease) in liabilities:		
Accounts payable	(8,630)	(182,712)
Accrued compensated absences	16,060	(22,552)
Accrued salaries	16,828	(997)
Accrued expenses	60,393	11,037
Refundable advances	(37,846)	(318,051)
Other liabilities	418,933	(206,982)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b><u>2,014,282</u></b>	<b><u>228,318</u></b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Proceeds from disposal of property and equipment	2,000	800
Purchases of property and equipment	(335,543)	(30,198)
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b><u>(333,543)</u></b>	<b><u>(29,398)</u></b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayment on long-term debt	(133,467)	(192,512)
<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b><u>(133,467)</u></b>	<b><u>(192,512)</u></b>
<b>NET INCREASE IN CASH AND RESTRICTED CASH</b>	<b>1,547,272</b>	<b>6,408</b>
<b>CASH AND RESTRICTED CASH, BEGINNING OF YEAR</b>	<b><u>6,134,514</u></b>	<b><u>6,128,106</u></b>
<b>CASH AND RESTRICTED CASH, END OF YEAR</b>	<b><u>\$ 7,681,786</u></b>	<b><u>\$ 6,134,514</u></b>
<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:</b>		
Cash paid during the year for:		
Interest	<b><u>\$ 80,716</u></b>	<b><u>\$ 84,383</u></b>

See Notes to Consolidated Financial Statements

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Organization and Principles of Consolidation**

The consolidated financial statements include the accounts of Tri-County Community Action Program, Inc. and its affiliate, Cornerstone Housing North, Inc. The two organizations are consolidated because Tri-County Community Action Program, Inc. controls 100% of the voting power of Cornerstone Housing North, Inc. All significant intercompany items and transactions have been eliminated from the basic financial statements. Tri-County Community Action Program, Inc. (the Organization) is a New Hampshire non-profit corporation that operates a wide variety of community service programs which are funded primarily through grants or contracts from various federal, state, and local agencies. Cornerstone Housing North, Inc. (Cornerstone) is a New Hampshire nonprofit corporation that was incorporated under the laws of the State of New Hampshire for the acquisition, construction, and operation of community-based housing for the elderly.

**Nature of activities**

The Organization's programs consist of the following:

**Agency**

Tri-County CAP Administration provides central program management support and oversight to the Organization's many individual programs. This includes planning and budget development, bookkeeping and accounting, payroll and HR services, legal and audit services, IT support, management support, financial support and central policy development.

Tri-County CAP Administration is the liaison between Tri-County Community Action Program, Inc.'s, Board of Directors and its programs, ensuring that programs comply with agreements made by the Board to funding sources and vendors.

Other responsibilities include the management and allocation of funding received through a Community Services Block Grant, as well as management of the Organization's real estate property.

**Head Start**

Head Start provides comprehensive services to low-income children and their families. Head Start supports children's growth and development in a positive learning environment through a variety of activities as well as providing services, which include in addition to early learning, health and family well-being. All children receive health and development screenings, nutritious meals, oral health and mental health support. Parents and families are supported in achieving their own goals, such as housing stability, continued education, and financial stability.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

Programs support and strengthen parent-child relationships as their child's primary educator. Head Start staff work as partners with parents to identify and provide individualized activities that support their child's growth and development.

Tri-County Community Action Head Start serves approximately 250 children in Carroll, Coos & Grafton counties in 9 locations with 13 center-based classrooms and 1 home-based option.

**Guardianship**

The Organization's Guardianship program provides advocacy and guardian services for the vulnerable population of New Hampshire residents (developmentally disabled, chronically mentally ill, traumatic brain injury, and the elderly suffering from Alzheimer's, dementia, and multiple medical issues) who need a guardian and who have no family member or friend willing, able, or suitable to serve in that capacity. This program serves over 400 individuals. Additional services include, conservatorship, representative payee-ship, federal fiduciary services, benefit management services and private probate accounting services.

**Transportation**

The Organization's transit program provides various transportation services: public bus routes, door-to-door service by request, long distance medical travel to medical facilities outside our regular service area, and special trips for the elderly to go shopping and enjoy other activities that are located outside the regular service area. The Organization's fleet of 14 wheelchair accessible vehicles offers transportation options to the elderly and disabled, as well as to the general public.

**Volunteer**

The Coos County Retired & Senior Volunteers Program (RSVP) maintains a minimum group of 208 volunteers, ages 55 and older, of which 50 actively served during the last reporting period. These volunteers share their skills, life experiences, and time with over 60 local non-profit and public agencies throughout Coos County that depend on volunteer assistance to meet the needs of their constituents. Our volunteers donate over 15,000 hours yearly.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**Carroll County Dental**

Tamworth Dental Center (the Center) offers state of the art quality oral healthcare to uninsured families and individuals. The Center offers a full array of services including preventative, restorative, and oral surgery. The Center accepts most dental insurances, state insurances, and offers a sliding fee scale based on income ratio to federal poverty guidelines. The school-based project of the Center has undergone modifications necessary due to the pandemic. 9 outreach schools within the vicinity of the Center will be made. Education, treatments, and referrals will be made available.

**Homeless**

Homeless services include an outreach intervention and prevention project that strives to prevent individuals and families from becoming homeless, and assists the already homeless in securing safe, affordable housing. The Organization provides temporary shelter space for homeless clients.

The Organization also provides some housing rehabilitation services to help preserve older housing stock.

**Energy Assistance and Outreach**

Energy Assistance Services provide fuel and electric assistance through direct pay to vendors or a discount on the client's bill. Community Contact sites allow local participants access to energy assistance programs and other emergency services. The offices provide information to the Organization's clients about other programs offered, as well as other programs available through other organizations in the community.

**Low-Income Weatherization**

The NH weatherization program helps low-income families, elderly, disabled, small children and individuals lower their home energy costs; increase their health, safety, and comfort; and improve the quality of living while improving housing stock in communities around the state utilizing energy cost saving, health and safety and carbon lowering measures. The NH Weatherization Assistance Program also creates local NH jobs.

**Elder**

The Organization's elder program provides senior meals in 4 community dining sites, home delivered meals (Meals on Wheels) to the frail and homebound elderly, and senior nutrition education and related programming. The Coos County ServiceLink Aging & Disability Resource Center assists with person-centered counseling, Medicare counseling, Medicaid assistance, long-term care counseling services, and caregiver supports.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**Housing Services**

Cornerstone Housing North, Inc. (Cornerstone) is subject to a Project Rental Assistance Contract (PRAC) with the United States Department of Housing and Urban Development (HUD), and a significant portion of their rental income is received from HUD.

Cornerstone includes a 12-unit apartment complex in Berlin, New Hampshire for the elderly. This operates under Section 202 of the National Housing Act and is regulated by HUD with respect to the rental charges and operating methods.

Cornerstone has a Section 202 Capital Advance. Under guidelines established by the U.S. Office of Management and Budget *Uniform Guidance, Title 2 U.S. Code of Federal Regulations (CFR) part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards*, the Section 202 Capital Advance is considered to be a major program. A separate audit is performed as it relates to Cornerstone's compliance with its major federal program in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States and the audit requirements of *Title 2 of U.S. Code of Federal Regulations part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements of Federal Awards (Uniform Guidance)*. An unmodified opinion was issued.

**Method of accounting**

The consolidated financial statements of Tri-County Community Action Program, Inc. and affiliate have been prepared utilizing the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America, as promulgated by the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC). Under this basis, revenue, other than contributions, and expenses are reported when incurred without regard to the date of receipt or payment of cash.

**Basis of presentation**

The financial statements of the Organization have been prepared in accordance with U.S. generally accepted accounting principles (U.S. GAAP), which require the Organization to report information regarding its financial position and activities according to the following net asset classifications:

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**Net assets without donor restrictions** include net assets that are not subject to any donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of the Organization's management and board of directors.

**Net assets with donor restrictions** include net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

The Organization has net assets with donor restrictions of \$431,460 and \$345,377 at June 30, 2025 and 2024, respectively. See **Note 12**.

**Contributions**

Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. Support that is restricted is reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contribution is recognized. All other donor restricted contributions are reported as net assets with donor restrictions, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

**Accounts Receivable**

Accounts receivable are stated at the amount management expects to collect from balances outstanding at year-end. Most of the receivables are amounts due from federal and state awarding agencies and are based on reimbursement for expenditures made under specific grants or contracts. Past due receivables are written off at management's discretion using the direct write off method; this is not considered a departure from accounting principles generally accepted in the United States because the effects of the direct write off method approximate those of the allowance method. Management selects accounts to be written off after analyzing past payment history, the age of the accounts receivable, and collection rates for receivables with similar characteristics, such as length of time outstanding. This is the basis to determine expected credit losses for receivables. The Organization believes that the composition of receivables at year-end is consistent with historical conditions. The Organization does not charge interest on outstanding accounts receivable.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**Property and Depreciation**

Acquisitions of buildings, equipment, and improvements in excess of \$10,000 and all expenditures for repairs, maintenance, and betterments that materially prolong the useful lives of assets are capitalized. Buildings, equipment, and improvements are stated at cost less accumulated depreciation. Depreciation is provided using the straight-line method over the estimated useful lives of the related assets.

Depreciation expense related to assets used solely by an individual program is charged directly to the related program. Depreciation expense for assets used by more than one program is charged to the program based upon a square footage or other similar allocation.

Depreciation expense related to administrative assets is included in the indirect cost pool and charged to the programs in accordance with the indirect cost plan. Maintenance and repairs that do not materially prolong the useful lives of assets are charged to expense as incurred.

Estimated useful lives are as follows:

Buildings and improvements	20 to 40 years
Vehicles	5 to 8.5 years
Furniture and equipment	5 to 15 years

**Client Rents and HUD Rent Subsidy**

Cornerstone Housing North, Inc.'s rents are approved on an annual basis by the Department of Housing and Urban Development. Rental increases are prohibited without such approval. The clients are charged rent equal to 30% of their income less adjustments allowed by the Department of Housing and Urban Development. Rent subsidies are received from the Department of Housing and Urban Development for the difference between the allowed rents and the amounts received from the clients.

**Refundable Advances**

Grants received in advance are recorded as refundable advances and recognized as revenue in the period in which the related services or expenditures are performed or incurred. Funds received in advance of grantor conditions being met aggregated \$47,342 and \$85,188 as of June 30, 2025 and 2024, respectively.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**Nonprofit tax status**

The Organization is a not-for-profit, Section 501(c)(3) organization in accordance with the Internal Revenue Code. It has been classified as an organization that is not a private foundation under the Internal Revenue Code and qualifies for a charitable contribution deduction for donors. The Organization files information returns in the United States. The Organization's Federal Form 990 (Return of Organization Exempt from Income Tax), is subject to examination by the IRS, generally for three years after it is filed.

The Organization follows FASB ASC 740, *Accounting for Income Taxes*, which clarifies the accounting for uncertainty in income taxes and prescribes a recognition threshold and measurement attribute for financial statement recognition and measurement of tax positions taken or expected to be taken in a tax return. Management does not believe they have taken uncertain tax positions, therefore, a liability for income taxes associated with uncertain tax positions has not been recognized.

Cornerstone Housing North, Inc. is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Internal Revenue Service has determined the Organization to be other than a private foundation within the meaning of Section 509(a).

**Retirement plan**

The Organization maintains a tax-sheltered annuity plan under the provisions of Section 403(b) of the Internal Revenue Code. All employees are eligible to contribute to the plan beginning on the date they are employed. Each employee may elect salary reduction agreement contributions in accordance with limits allowed in the Internal Revenue Code. Employer contributions are at the Organization's annual discretion. In January 2013, employer contribution payments ceased, therefore as of June 30, 2025 and 2024, there were no discretionary contributions recorded. Further information can be obtained from the Organization's 403(b) audited financial statements.

**Donated services and goods**

Contributions of donated services that create or enhance non-financial assets or that require specialized skills and would typically need to be purchased if not provided by donation are recorded at their fair values in the period received.

Contributed noncash assets are recorded at fair value at the date of donation. If donors stipulate how long the assets must be used, the contributions are recorded as net assets with donor restrictions. In the absence of such stipulations, contributions of noncash assets are recorded as net assets without donor restrictions.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**Donated property and equipment**

Donations of property and equipment are recorded as support at their estimated fair value at the date of donation. Such donations are reported as net assets without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as net assets with donor restrictions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Organization reclassifies net assets with donor restrictions to net assets without donor restrictions at that time.

**Promises to Give**

Conditional promises to give are not recognized in the financial statements until the conditions are substantially met. Unconditional promises to give that are expected to be collected within one year are recorded at the net realizable value. Unconditional promises to give that are expected to be collected in more than one year are recorded at fair value, which is measured as the present value of their future cash flows. The discounts on those amounts are computed using risk-adjusted interest rates applicable to the years in which the promises are received. Amortization of the discounts is included in contribution revenue. In the absence of donor stipulations to the contrary, promises with payments due in future periods are restricted to use after the due date. Promises that remain uncollected more than one year after their due dates are written off unless the donors indicate that payment is merely postponed. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions. There were no unconditional promises to give that are expected to be collected in more than one year at June 30, 2025 and 2024.

As of June 30, 2025 and 2024, there were promises to give that were absent of donor stipulations, but restricted in regards to timing, and therefore classified as net assets with donor restrictions in the amount of \$218,958 and \$284,892, respectively. This amount is included in contributions in the Consolidated Statement of Activities.

**Use of estimates**

The presentation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**Fair Value of Financial Instruments**

Accounting Standards Codification No. 825 (ASC 825), *Disclosures of Fair Value of Financial Instruments*, requires the Organization to disclose fair values of its financial instruments. The carrying amount of the Organization's financial instruments which consists of cash, accounts receivable, deposits and accounts payable, approximate fair value because of the short-term maturity of those instruments.

**Functional allocation of expenses**

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the program services and supporting activities benefited.

**Program salaries and related expenses** are allocated to the various programs and supporting services based on actual or estimated time employees spend on each function as reported on a timesheet.

**Workers Compensation expenses** are charged to each program based upon the classification of each employee and allocated to the various program based upon the time employees spend on each function as noted above.

**Paid Leave** is charged to a leave pool and is allocated to each program as a percentage of total salaries.

**Fringe Benefits** are charged to a Fringe Benefit Pool. These expenses include employer payroll taxes, pension expenses, health and dental insurance and unemployment compensation. The pool is allocated to each program based upon a percentage of salaries.

**Depreciation expense** is allocated to each program based upon specific assets used by the program and is reported as depreciation expense on the statements of functional expenses.

**Other occupancy expenses** are applicable to assets which are used by multiple programs. Buildings are primarily charged to the benefiting program based upon an analysis of square footage. Costs related to a building include depreciation, insurance, utilities, building maintenance, etc. These costs are reported as space costs on the statements of functional expenses.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
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**Insurance:** automobile insurance is allocated to programs based on vehicle usage; building liability insurance is allocated to programs based on square footage of the buildings; and insurance for furniture and equipment is allocated to programs using the book basis of the insured assets.

**The remaining shared expenses** are charged to an Indirect Cost Pool and are allocated to each program based upon a percentage of program expenses. The expenses include items such as administrative salaries, general liability insurance, administrative travel, professional fees, and other expenses which cannot be specifically identified and charged to a program.

The Organization submits an indirect cost rate proposal for the paid leave, fringe benefits and other indirect costs to the U.S. Department of Health and Human Services.

**Advertising policy**

The Organization uses advertising to inform the community about the programs it offers and the availability of services. Advertising is expensed as incurred. The total cost of advertising for the years ended June 30, 2025 and 2024 was \$14,807 and \$16,164, respectively.

**Debt Issuance Costs**

During the year ended June 30, 2019, the Organization retrospectively adopted the provisions of the FASB Accounting Standards Update (ASU) No. 2015-03, "*Simplifying the Presentation of Debt Issuance Costs.*" The ASU is limited to simplifying the presentation of debt issuance costs, and the recognition and measurement guidance for debt issuance costs is not affected by the ASU. Amortization expense of \$887 has been included with interest expense in the consolidated statements of functional expenses for both 2025 and 2024.

**Revenue Recognition Policy**

The Organization derives revenue primarily from grants, contracts, and contributions. Grants are recognized as revenue upon receipt. Revenue from contracts is recognized when the service has been performed. Contributions are recognized as revenue when the donor makes a pledge to give that is, in substance, an unconditional promise. Contributions are recorded as with donor restrictions or without donor restrictions.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
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Cornerstone derives revenues from the rental of apartment units. Revenues are recognized as income, monthly, when rents become due and control of the apartment unit is transferred to the lessees. The individual leases are for a term of one year and are cancelable by the tenants. Control of the leased units is transferred to the lessee in an amount that reflects the consideration Cornerstone expects to be entitled to in exchange for the leased units. The cost incurred to obtain a lease will be expensed as incurred.

**NOTE 2. LIQUIDITY AND AVAILABILITY**

The following represents the Organization's financial assets as of June 30, 2025 and 2024:

	<b><u>2025</u></b>	<b><u>2024</u></b>
Financial assets at year end:		
Cash and cash equivalents	\$ 5,711,728	\$ 4,658,626
Restricted cash, Guardianship Services Program	1,494,908	1,026,499
Accounts receivable	1,687,892	2,044,392
Pledges receivable	218,958	284,892
Restricted cash	<u>475,150</u>	<u>449,389</u>
Total financial assets	<u>9,588,636</u>	<u>8,463,798</u>
Less amounts not available to be used within one year:		
Net assets with donor restrictions	431,460	345,377
Restricted cash, Guardianship Services Program	1,494,908	1,026,499
Restricted cash	475,150	449,389
Less net assets with time restrictions to be met in less than a year	<u>(398,857)</u>	<u>(310,948)</u>
Amounts not available within one year	<u>2,002,661</u>	<u>1,510,317</u>
Financial assets available to meet general expenditures over the next twelve months	<u>\$ 7,585,975</u>	<u>\$ 6,953,481</u>

It is the Organization's goal to maintain financial assets to meet 60 days of operating expenses which approximates \$3,339,000 and \$3,352,000 at June 30, 2025 and 2024, respectively.

**NOTE 3. CASH AND CASH EQUIVALENTS**

Cash and cash equivalents consist of cash on hand, funds on deposit with financial institutions, and investments with original maturities of three months or less. At year end and throughout the year, the Organization's cash balances were deposited with multiple financial institutions.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
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The balances are insured by the Federal Deposit Insurance Corporation (FDIC) for each financial institution up to \$250,000. Cash balances may exceed the insured limits at times throughout the year.

The following table provides a reconciliation of cash and restricted cash reported within the statements of financial position that sum to the total in the statements of cash flows as of June 30:

	<b><u>2025</u></b>	<b><u>2024</u></b>
Cash, operations	\$ 5,711,728	\$ 4,658,626
Restricted cash, current	1,494,908	1,026,499
Restricted cash, long term	<u>475,150</u>	<u>449,389</u>
Total cash and restricted cash	<u>\$ 7,681,786</u>	<u>\$ 6,134,514</u>

**Cash Restrictions**

The Organization is required to maintain a deposit account with another bank as part of a bond issue (see bond payable in **Note 7**). The required balance in the account is \$173,820 and is equal to 12 monthly payments. The balance as of June 30, 2025 and 2024 was \$174,841, and the Organization was in compliance with this requirement. These amounts are included in restricted cash in the Consolidated Statements of Financial Position.

The Organization maintains a deposit account on behalf of clients who participate in the Guardianship Services Program. The balance in the account is restricted for use on behalf of these clients and an offsetting liability is reported on the financial statements as other current liabilities. The total current liability related to this restriction at June 30, 2025 and 2024 was \$1,494,908 and \$1,026,499, respectively. These amounts are included in other liabilities in the Consolidated Statements of Financial Position. The total restricted cash within this account at June 30, 2025 and 2024 was \$1,494,908 and \$1,026,499, respectively, and is included in the restricted cash, Guardianship Services Program balance on the Consolidated Statements of Financial Position.

Certain cash accounts related to Cornerstone Housing North, Inc. are restricted for certain uses in the Organization under rules and regulations prescribed by the Department of Housing and Urban Development. The total amount restricted at June 30, 2025 and 2024 was \$300,309 and \$274,548, respectively. See **Note 14**.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**NOTE 4. INVENTORY**

In 2025 and 2024, inventory included weatherization materials which had been purchased in bulk. These items are valued at the most recent cost. A physical inventory is taken annually. Cost is determined using the first-in, first-out (FIFO) method. Inventory at June 30, 2025 and 2024 consists of weatherization materials, totaling \$121,075 and \$102,774, respectively.

**NOTE 5. PROPERTY**

Property consists of the following at June 30, 2025:

	<b><u>Capitalized Cost</u></b>	<b><u>Accumulated Depreciation</u></b>	<b><u>Net Book Value</u></b>
Building	\$ 10,227,758	\$ 5,440,508	\$ 4,787,250
Equipment	2,434,014	2,011,779	422,235
Construction in progress	31,524	-	31,524
Land	<u>418,840</u>	<u>-</u>	<u>418,840</u>
	<b><u>\$ 13,112,136</u></b>	<b><u>\$ 7,452,287</u></b>	<b><u>\$ 5,659,849</u></b>

Property consists of the following at June 30, 2024:

	<b><u>Capitalized Cost</u></b>	<b><u>Accumulated Depreciation</u></b>	<b><u>Net Book Value</u></b>
Building	\$ 10,149,618	\$ 5,137,508	\$ 5,012,110
Equipment	2,262,710	1,857,361	405,349
Construction in progress	-	-	-
Land	<u>418,840</u>	<u>-</u>	<u>418,840</u>
	<b><u>\$ 12,831,168</u></b>	<b><u>\$ 6,994,869</u></b>	<b><u>\$ 5,836,299</u></b>

The Organization has use of computers and equipment which are the property of state and federal agencies under grant agreements. The equipment, whose book value is immaterial to the financial statements, is not included in the Organization's property and equipment totals.

Depreciation expense for the years ended June 30, 2025 and 2024 totaled \$511,993 and \$529,444, respectively.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**NOTE 6. ACCRUED COMPENSATED ABSENCES**

For the years ending June 30, 2025 and 2024, employees of the Organization were eligible to accrue vacation for a maximum of 160 hours. At June 30, 2025 and 2024, the Organization had accrued a liability for future annual leave time that its employees had earned and vested in the amount of \$243,285 and \$227,225, respectively.

**NOTE 7. LONG TERM DEBT**

The long term debt of the Organization as of June 30, 2025 and 2024 consisted of the following:

	<b><u>2025</u></b>	<b><u>2024</u></b>
Note payable with a bank requiring 120 monthly installments of \$2,936, including interest at 4% per annum. Secured by first mortgages on two commercial properties. Final installment due April 2031.	\$ 182,722	\$ 209,941
Bond payable with a bank requiring monthly installments of \$14,485, including interest of 2.75% plus the bank's internal cost of funds multiplied by 67% with an indicative rate of 3.28%. Secured by first commercial real estate mortgage on various properties and assignments of rents at various properties. Final installment due August 2040.	2,067,593	2,173,841
Cornerstone Housing North, Inc. capital advance due to the U.S. Department of Housing and Urban Development. This capital advance is not subject to interest or principal amortization and will be forgiven after 40 years, or in August 2047.	1,617,600	1,617,600

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

	<b><u>2025</u></b>	<b><u>2024</u></b>
Cornerstone Housing North, Inc. mortgage payable due to New Hampshire Housing Finance Authority. The mortgage is not subject to interest or principal amortization. Payments are deferred for 40 years; final payment due in August 2047.	<u>250,000</u>	<u>250,000</u>
Total long term debt before unamortized debt issuance costs	4,117,915	4,251,382
Unamortized debt issuance costs	<u>(6,496)</u>	<u>(7,383)</u>
Total long term debt	4,111,419	4,243,999
Less current portion due within one year	<u>(140,153)</u>	<u>(135,315)</u>
	<b><u>\$ 3,971,266</u></b>	<b><u>\$ 4,108,684</u></b>

The scheduled maturities of long-term debt as of June 30, 2025 are as follows:

<b><u>Years ending</u></b> <b><u>June 30</u></b>	<b><u>Amount</u></b>
2026	\$ 140,153
2027	143,926
2028	148,439
2029	153,097
2030	157,906
Thereafter	<u>3,374,394</u>
	<b><u>\$ 4,117,915</u></b>

**NOTE 8. DEMAND NOTE PAYABLE**

The Organization has available a \$750,000 line of credit with its primary financial institution which is secured by real estate mortgages and assignments of leases and rents on various properties as disclosed in the line of credit agreement. Borrowings under the line bear interest for the years ended June 30, 2025 and 2024 at 8.50% and 9.50% per annum, respectively. There was no balance outstanding at June 30, 2025 and 2024. The line is subject to renewal each February.

**NOTE 9. OPERATING LEASES**

On July 1, 2022, the Organization was required to adopt ASU 2016-02, *Leases (Topic 842)*. As part of implementing ASU 2016-02, the Organization evaluated current contracts to determine which met the criteria of a lease.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
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The right of use (ROU) asset represents the Organization's right to use underlying assets for the lease term, and the lease liabilities represent the Organization's obligation to make lease payments arising from these leases. The ROU assets and lease liabilities, all of which arise from operating leases, were calculated based on the present value of future lease payments over the lease terms. The Organization has elected to discount future cash flows at the risk-free borrowing rates commensurate with the lease terms, which was between 3.01%-4.67%, at the time of implementing ASU 2016-02, *Leases (Topic 842)*. Common expenses, classified as space costs in the accompanying financial statements, are considered a non-lease component under FASB ASC 842 and are recognized as costs are incurred. The Organization's operating leases are described below.

The Organization has entered into numerous lease commitments for space and office equipment. Leases under non-cancelable lease agreements have various starting dates, lengths, and terms of payment and renewal. Additionally, the Organization has several facilities which are leased on a month-to-month basis. For the years ended June 30, 2025 and 2024, the annual rent expense for leased facilities and office equipment totaled \$174,836 and \$189,337, respectively.

The weighted average remaining lease term at June 30, 2025 is 2.86 years and the weighted average discount rate at June 30, 2025 is 3.13%.

Lease liability maturities as of June 30, 2025 are as follows:

<b><u>Year Ending June 30:</u></b>	<b><u>Amount</u></b>
2026	\$ 72,932
2027	31,844
2028	24,015
2029	5,112
2030	<u>2,933</u>
Total undiscounted lease liability	136,836
Less imputed interest	<u>(6,979)</u>
Total lease liability	<u>\$ 129,857</u>

**NOTE 10. IN-KIND CONTRIBUTIONS**

The Organization records the value of in-kind contributions according to the accounting policy described in **Note 1**. The Head Start, Transportation and Elder programs rely heavily on volunteers who donate their services to the Organization. These services are valued based upon the comparative market wage for similar paid positions.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
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The fair value of donated services included as in-kind contributions in the consolidated financial statements and the corresponding program expenses for the year ended June 30, 2025 are as follows:

	<b><u>Head Start</u></b>	<b><u>Senior Meals</u></b>	<b><u>RSVP</u></b>	<b><u>Transportation</u></b>	<b><u>Total</u></b>
Professional services and services for disabled	\$ 90,225	\$ -	\$ 1,038	\$ 27,156	\$ 118,419
Packing, setup and delivery of congregate and home delivered meals	-	164,207	-	-	164,207
	<u>\$ 90,225</u>	<u>\$ 164,207</u>	<u>\$ 1,038</u>	<u>\$ 27,156</u>	<u>\$ 282,626</u>

The fair value of donated services included as in-kind contributions in the consolidated financial statements and the corresponding program expenses for the year ended June 30, 2024 are as follows:

	<b><u>Head Start</u></b>	<b><u>Senior Meals</u></b>	<b><u>Transportation</u></b>	<b><u>Total</u></b>
Professional services and services for disabled	\$ 68,708	\$ -	\$ 26,675	\$ 95,383
Packing, setup and delivery of congregate and home delivered meals	-	141,565	-	141,565
	<u>\$ 68,708</u>	<u>\$ 141,565</u>	<u>\$ 26,675</u>	<u>\$ 236,948</u>

Numerous volunteers have donated significant amounts of time to the Organization's program services. Although no amounts have been reflected in the consolidated financial statements, management estimates the fair value of those services to be approximately \$486,935 and \$400,250 for the years ended June 30, 2025 and 2024, respectively.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
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The Organization is also the beneficiary of a donation of in kind in the form of below market rent for some of the facilities utilized by the Head Start and Elder programs. The value of the in-kind rent is recorded at the difference between the rental payment and the market rate for the property based upon a recent appraisal.

The fair value of donated facilities included as contributions in the consolidated financial statements and the corresponding program expenses for the year ended June 30, 2025 are as follows:

	<b><u>Head Start</u></b>	<b><u>Senior Meals</u></b>	<b><u>RSVP</u></b>	<b><u>Total</u></b>
Difference between rent paid and market rate	\$ <u>66,071</u>	\$ <u>6,100</u>	\$ <u>217</u>	\$ <u>72,388</u>

The fair value of donated facilities included as contributions in the consolidated financial statements and the corresponding program expenses for the year ended June 30, 2024 are as follows:

	<b><u>Head Start</u></b>	<b><u>Senior Meals</u></b>	<b><u>Transportation</u></b>	<b><u>RSVP</u></b>	<b><u>Total</u></b>
Difference between rent paid and market rate	\$ <u>68,291</u>	\$ <u>5,500</u>	\$ <u>6,818</u>	\$ <u>1,600</u>	\$ <u>82,209</u>

The fair value of other gifts in kind included as contributions in the consolidated financial statements and the corresponding program expenses for the year ended June 30, 2025 are as follows:

	<b><u>Head Start</u></b>	<b><u>RSVP</u></b>	<b><u>Total</u></b>
Employee use of home	\$ 82,591	\$ -	\$ 82,591
Donated goods	<u>-</u>	<u>3,065</u>	<u>3,065</u>
Total	<u>\$ 82,591</u>	<u>\$ 3,065</u>	<u>\$ 85,656</u>

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

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The fair value of other gifts in kind included as contributions in the consolidated financial statements and the corresponding program expenses for the year ended June 30, 2024 are as follows:

	<b><u>Head Start</u></b>	<b><u>RSVP</u></b>	<b><u>Transportation</u></b>	<b><u>Total</u></b>
Employee use of home	\$ 79,563	\$ -	\$ -	\$ 79,563
Donated goods	<u>-</u>	<u>560</u>	<u>23,283</u>	<u>23,843</u>
Total	<u>\$ 79,563</u>	<u>\$ 560</u>	<u>\$ 23,283</u>	<u>\$ 103,406</u>

**NOTE 11. CONCENTRATION OF RISK**

The Organization receives a majority of its support from federal and state governments. For the years ended June 30, 2025 and 2024, approximately \$17,119,000 (78%) and \$16,920,800 (77%), respectively, of the Organization's total revenue was received from federal and state governments. If a significant reduction in the level of support were to occur, it would have a significant impact on the Organization's programs and activities.

Cornerstone receives a large majority of its support from the U.S. Department of Housing and Urban Development. For the years ended June 30, 2025 and 2024, approximately 58% and 60%, respectively, of Cornerstone's total revenue was derived from the U.S. Department of Housing and Urban Development. In the absence of additional revenue sources, the future existence of Cornerstone Housing North, Inc. is dependent upon the funding policies of the U.S. Department of Housing and Urban Development.

The majority of Cornerstone's assets are apartment projects, for which operations are concentrated in the elderly person's real estate market. In addition, Cornerstone operates in a regulated environment. The operation of Cornerstone is subject to administrative directives, rules and regulations of federal, state and local regulatory agencies, including, but not limited to, HUD. Such administrative directives, rules and regulations are subject to change by an act of Congress or an administrative change mandated by HUD. Such changes may occur with little notice or inadequate funding to pay for the related cost, including the administrative burden, to comply with the change.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
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**NOTE 12. NET ASSETS WITH DONOR RESTRICTIONS**

Net assets with donor restrictions are available for the following specific program services as of June 30, 2025 and 2024:

	<b><u>2025</u></b>	<b><u>2024</u></b>
Temporary municipal funding	\$ 218,958	\$ 284,892
Restricted buildings	32,603	34,431
FAP/EAP	1,821	1,681
Head Start	2,704	1,472
Loans – HSGP	69,844	22,901
CC Grafton	170	-
CC Carroll	170	-
CC Coos	5,190	-
Dental center	<u>100,000</u>	<u>-</u>
Total net assets with donor restrictions	<b><u>\$ 431,460</u></b>	<b><u>\$ 345,377</u></b>

**NOTE 13. COMMITMENTS AND CONTINGENCIES**

**Grant Compliance**

The Organization receives funds under several federal and state grants. Under the terms of the grants the Organization is required to comply with various stipulations including use and time restrictions. If the Organization was found to be noncompliant with the provisions of the grant agreements, the Organization could be liable to the grantor or face discontinuation of funding.

**Environmental Contingencies**

On March 30, 2009, the Organization's Board of Directors agreed to secure ownership of a 1.2-acre site located in Berlin, New Hampshire. There are 2 buildings on this site designated as the East Wing and West Wing Buildings which were formerly used as a research and development facility for the Berlin Mills Company.

The exterior soil and interior parts of the East Wing Building contained contaminants which required environmental remediation. In a letter dated May 2, 2012, the State of New Hampshire Department of Environment Services (the Department) noted that the remedial actions for the exterior soils and parts of the East Wing Building had been completed to the Department's satisfaction.

In addition, the Department noted that the contaminants related to the West Wing Building did not pose an exposure hazard to site occupants, area residents, and the environment, provided the West Wing Building is maintained to prevent further structural deterioration. If further deterioration occurs and contaminants are released into the environment, the Organization could be required to take additional action including containment and remediation.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2025 AND 2024**

**NOTE 14. REPLACEMENT RESERVE AND RESIDUAL RECEIPTS ACCOUNTS**

Under Cornerstone's regulatory agreement with HUD, the Organization is required to set aside amounts into a replacement reserve for the replacement of property and other project expenditures approved by HUD. HUD-restricted deposits of \$293,196 and \$264,483 were held in a segregated account at June 30, 2025 and 2024, respectively.

Cornerstone's use of the residual receipts account is contingent upon HUD's prior written approval. Residual receipts of \$3,002 and \$6,455 were held in a segregated account for the years ended June 30, 2025 and 2024, respectively.

Under the regulatory agreement, Cornerstone is required to set aside amounts for the return of resident paid deposits. At June 30, 2025 and 2024 \$4,111 and \$3,610, respectively, were held in a segregated account and generally are not available for operating purposes.

HUD has initiated policies to recapture funds built up in residual receipts accounts upon renewal of Cornerstone's project rental assistance contract. The policies direct that the amounts in excess of certain limits in the residual receipts account be (a) used to offset rent subsidies due from HUD under HAP contracts, or (b) remitted directly to HUD. The policies generally require project owners to limit the monies accumulated in the residual receipts account to \$250 per unit. During the year ended June 30, 2025, the excess residual receipts of \$3,454 were transferred to the operating account and are due back to HUD. These have been recorded as accrued expenses on the consolidated statement of financial position at June 30, 2025.

**NOTE 15. SELF-FUNDED HEALTH INSURANCE PLAN**

The Organization provides health insurance benefits to eligible employees through a self-funded health insurance plan. Under this arrangement, the Organization assumes the financial risk for paying claims, rather than purchasing traditional group insurance. The plan is administered by a third-party administrator (TPA), who processes claims, provides plan reporting, and manages other administrative functions.

To limit the Organization's exposure to large or unforeseen medical claims, stop-loss insurance coverage has been obtained. The stop-loss policy provides specific coverage for individual claims exceeding \$40,000 and aggregate coverage if total claims exceed \$809,577. For the year ended June 30, 2025, the maximum reimbursement available under the stop-loss policy was limited to \$809,577.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
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The Organization funds claim payments and administrative costs directly from operating cash flows. Employees also contribute to the cost of coverage through payroll deductions, based on the selected coverage tier. All employee and employer contributions are used to fund claims, administrative fees, and stop-loss premiums.

As of June 30, 2025, the Organization has recorded a liability of approximately \$79,000 for claims incurred but not reported and is included in accrued expenses on the consolidated statement of financial position. This estimate is based on historical claims experience, claims lag reports provided by the TPA, and actuarial data, where applicable. Management believes the estimate reasonably reflects the unpaid obligations of the plan as of year-end; however, actual results may differ due to the inherent uncertainty in healthcare claims trends.

Total expenses under the plan for the year ended June 30, 2025 amounted to \$886,578 and is included in payroll taxes and benefits expense on the consolidated statement of functional expenses.

The Organization continually monitors its healthcare costs and risk exposure under the self-funded plan and evaluates potential changes annually in consultation with benefits advisors.

**NOTE 16. RECLASSIFICATION**

Certain amounts and accounts from the prior year's financial statements were reclassified to enhance comparability with the current year's financial statements.

**NOTE 17. SUBSEQUENT EVENTS**

The Organization has evaluated events through November 11, 2025 which is the date that the financial statements were available to be issued.

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC.**

**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND NON-FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2025**

FEDERAL GRANTOR/PROGRAM TITLE	FEDERAL ALN	PASS-THROUGH GRANTOR'S NAME	GRANTOR'S IDENTIFYING NUMBER	FEDERAL EXPENDITURES	PASSED THROUGH TO SUB-RECIPIENTS
<b><u>U.S. Department of Health and Human Services</u></b>					
<b>HEAD START CLUSTER</b>					
Head Start	93.600		01CH011936	\$ 3,418,931	
			CLUSTER TOTAL	<u>3,418,931</u>	
Low-Income Home Energy Assistance	93.568	State of New Hampshire Department of Energy	2301NHLIEA / 2301NHLIEI	246,451	
Low-Income Home Energy Assistance	93.568	State of New Hampshire Department of Energy	2401NHLIEA	521,565	
Low-Income Home Energy Assistance	93.568	State of New Hampshire Department of Energy	2501NHLIEA / 2501NHLIEI	6,863,822	
			TOTAL	<u>7,631,838</u>	
<b>AGING CLUSTER</b>					
Special Programs for the Aging - Title III, Part B - Grants for Supportive Services and Senior Centers (SEAS)	93.044	State of New Hampshire Department of Energy	2101NH0ASS	4,596	
Special Programs for the Aging - Title III, Part B - Grants for Supportive Services and Senior Centers (Sr. Wheels)	93.044	State of New Hampshire Department of Health and Human Services	RFA-2023-BEAS-07-TRANS-11	95,302	
			TOTAL	<u>99,898</u>	
Special Programs for the Aging - Title III, Part C - Nutrition Services (Congregate & HD Meals)	93.045	State of New Hampshire Department of Health and Human Services	RFA-2023-BEAS-04-BEASN-09	270,252	
Nutrition Services Incentive Program (NSIP)	93.053	State of New Hampshire Department of Health and Human Services	NONE	34,776	
			CLUSTER TOTAL	<u>404,926</u>	
Community Services Block Grant	93.569	State of New Hampshire Department of Health and Human Services	SS-2024-DES-04-COMMU-05	407,728	
National Family Caregiver Support, Title III, Part E	93.052	State of New Hampshire Department of Health and Human Services	RFA-2024-DL TSS-03-ADRCS-07	20,372	
State Health Insurance Assistance Program	93.324	State of New Hampshire Department of Health and Human Services	RFA-2024-DL TSS-03-ADRCS-07	9,999	
Medicare Enrollment Assistance Program	93.071	State of New Hampshire Department of Health and Human Services	RFA-2024-DL TSS-03-ADRCS-07	10,605	
Social Services Block Grant (Title XX I&R)	93.667	State of New Hampshire Department of Health and Human Services	RFA-2024-DL TSS-03-ADRCS-07	79,890	
Social Services Block Grant (Title XX HD)	93.667	State of New Hampshire Department of Health and Human Services	RFA-2023-BEAS-04-BEASN-09	111,832	
			TOTAL	<u>191,722</u>	
Total U.S. Department of Health and Human Services				\$ <u>12,096,121</u>	
<b><u>U.S. Department of Energy</u></b>					
Weatherization Assistance for Low-Income Persons	81.042	State of New Hampshire Department of Energy	DE-EE0009916	\$ 492,737	
BIL - Weatherization Assistance for Low-Income Persons	81.042	State of New Hampshire Department of Energy	DE-EE00100001	847,202	
Total U.S. Department of Energy				\$ <u>1,339,939</u>	

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC.**

**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND NON-FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2025**

FEDERAL GRANTOR/PROGRAM TITLE	FEDERAL ALN	PASS-THROUGH GRANTOR'S NAME	GRANTOR'S IDENTIFYING NUMBER	FEDERAL EXPENDITURES	PASSED THROUGH TO SUB-RECIPIENTS
<b><u>U.S. Corporation for National and Community Service</u></b>					
AmeriCorps Seniors Retired and Senior Volunteer Program (RSVP)	94.002		22SRFNH001	\$ 52,750	
Total U.S. Corporation for National and Community Service				\$ 52,750	
<b><u>U.S. Department of Agriculture</u></b>					
Child and Adult Care Food Program	10.558	State of New Hampshire Department of Education	NONE	\$ 147,702	
Total U.S. Department of Agriculture				\$ 147,702	
<b><u>U.S. Department of Transportation</u></b>					
Formula Grants for Rural Areas and Tribal Transit Program (Section 5311)	20.509	State of New Hampshire Department of Transportation	NH-2021-017	\$ 340,270	
<b>TRANSIT SERVICES PROGRAMS CLUSTER</b>					
Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310)	20.513	State of New Hampshire Department of Transportation	NH-2021-016-01	410,949	212,985
			CLUSTER TOTAL	410,949	212,985
Buses and Bus Facilities Formula, Competitive, and Low or No Emissions Programs	20.526	State of New Hampshire Department of Transportation	1385-2024-3	6,520	
Total U.S. Department of Transportation				\$ 757,739	\$ 212,985
<b><u>U.S. Department of Housing and Urban Development</u></b>					
Emergency Solutions Grant Program	14.231	State of New Hampshire Department of Health and Human Services	RFA-2023-DEHS-04-EMERG-03	\$ 314,904	
Continuum of Care Program (HOIP)	14.267	State of New Hampshire Department of Health and Human Services	SS-2024-DBH-13-CONTI-01	249,632	
Continuum of Care Program (HOIP)	14.267	State of New Hampshire Department of Health and Human Services	SS-2023-DEHS-05-YOUTH-01	6,015	
			TOTAL	255,647	
Total U.S. Department of Housing and Urban Development				\$ 570,551	
<b><u>U.S. Department of Homeland Security</u></b>					
Emergency Food and Shelter National Board Program	97.024		NONE	\$ 45,056	
Total U.S. Department of Homeland Security				\$ 45,056	
<b>TOTAL EXPENDITURES OF FEDERAL AWARDS</b>				\$ 15,009,858	\$ 212,985
<b>NON-FEDERAL</b>					
Electrical Assistance Program		Community Action Program Belknap-Merrimack Counties, Inc.		\$ 349,028	

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC. AND AFFILIATE**

**NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2025**

**NOTE 1**

**BASIS OF PRESENTATION**

The accompanying schedule of expenditures of Federal Awards (the Schedule) includes the federal award activity of Tri-County Community Action Program, Inc. under programs of the federal government for the year ended June 30, 2025. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Tri-County Community Action Program, Inc., it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Organization.

**NOTE 2**

**SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

**NOTE 3**

**INDIRECT COST RATE**

Tri-County Community Action Program, Inc. has elected not to use the ten percent de minimis indirect cost rate allowed under the Uniform Guidance.

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

To the Board of Directors of  
Tri-County Community Action Program, Inc.

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Tri-County Community Action Program, Inc. (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2025 and 2024, and the related statements of functional expenses, and cash flows for the years then ended, the related notes to the financial statements, and the related statement of activities for the year ended June 30, 2025 and have issued our report thereon dated November 11, 2025.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered Tri-County Community Action Program, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Tri-County Community Action Program, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Tri-County Community Action Program, Inc.'s internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

### **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Tri-County Community Action Program, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of This Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Leone McDonnell & Roberts*  
*Professional Association*

North Conway, New Hampshire  
November 11, 2025

**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH  
MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE  
REQUIRED BY THE UNIFORM GUIDANCE**

To the Board of Directors of  
Tri-County Community Action Program, Inc.

**Report on Compliance for Each Major Federal Program**

***Opinion on Each Major Federal Program***

We have audited Tri-County Community Action Program, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Tri-County Community Action Program, Inc.'s major federal programs for the year ended June 30, 2025. Tri-County Community Action Program, Inc.'s major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, Tri-County Community Action Program, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2025.

***Basis for Opinion on Each Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Tri-County Community Action Program, Inc. and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Tri-County Community Action Program, Inc.'s compliance with the compliance requirements referred to above.

### ***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Tri-County Community Action Program, Inc.'s federal programs.

### ***Auditors' Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Tri-County Community Action Program, Inc.'s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Tri-County Community Action Program, Inc.'s compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Tri-County Community Action Program, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Tri-County Community Action Program, Inc.'s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Tri-County Community Action Program, Inc.'s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### **Report on Internal Control over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

*Leone McDonnell & Roberts  
Professional Association*

North Conway, New Hampshire  
November 11, 2025

**TRI-COUNTY COMMUNITY ACTION PROGRAM, INC.**

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED JUNE 30, 2025**

1. The auditors' report expresses an unmodified opinion on the financial statements of Tri-County Community Action Program, Inc.
2. No significant deficiencies relating to the audit of the financial statements are reported in the *Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards*.
3. No instances of noncompliance material to the financial statements of Tri-County Community Action Program, Inc. which would be required to be reported in accordance with *Government Auditing Standards*, were disclosed during the audit.
4. No significant deficiencies in internal control over major federal award programs are reported in the *Independent Auditors' Report on Compliance for Each Major Program and on Internal Control over Compliance Required by the Uniform Guidance*. No material weaknesses are reported.
5. The auditors' report on compliance for the major federal award programs for Tri-County Community Action Program, Inc. expresses an unmodified opinion on all major programs.
6. No audit findings that are required to be reported in accordance with 2 CFR 200.516(a) are reported in this Schedule.
7. The programs tested as major programs included:
  - U.S. Department of Housing and Urban Development, Continuum of Care Program (HOIP) – ALN 14.267
  - U.S. Department of Health and Human Services, Head Start Cluster – ALN 93.600
8. The threshold for distinguishing Type A and B programs was \$750,000.
9. Tri-County Community Action Program, Inc. was determined to be a low-risk auditee.

**FINDINGS - FINANCIAL STATEMENTS AUDIT**

None

**FINDINGS AND QUESTIONED COSTS - MAJOR FEDERAL AWARD PROGRAMS AUDIT**

None



# TRI-COUNTY COMMUNITY ACTION

Serving Coös, Carroll & Grafton Counties since 1965

*Helping People. Changing Lives.*

## Board of Directors

**FY2026**

### Coos County

Secretary

Brian Hoffman  
Private Sector

Board Chair

Gabrielle Omalley  
Board Member  
Low Income Sector

### Carroll County

Melissa Mullen  
Private Sector

Treasurer

John Bolton  
Low Income Sector

### Grafton County

Linda Massimilla  
Private Sector

Vice Chair

Ruth Heintz  
Elected Official

Erika Sturgeon  
Low Income Sector

Benoit Lamontagne  
Private Sector

# Jeanne L. Robillard

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## **CORE STRENGTHS**

Program development, management and administration ♦ Community collaborations  
Development of policy, protocol, and service delivery to meet funder standards  
Grant writing and management ♦ Budget performance and financial reporting  
Innovative solutions & problem solving ♦ Capacity building  
Professional presentations ♦ Public speaking  
Dedication ♦ Imagination ♦ Determination ♦ Fortitude

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## **PROFESSIONAL EXPERIENCE**

**Tri-County Community Action Programs, Inc.**  
**Chief Executive Officer**  
**Berlin, NH 2018 - current FT employment**

**Tri-County Community Action Programs, Inc.**  
**Chief Operating Officer**  
**Berlin, NH 2016 - 2018**

Responsible for the operations of six agency Divisions with 15 individual programs that provide over 60 consumer services across three counties of Northern New Hampshire. Essential duties include; supervision of Division Directors, oversee and monitor program resources, revenues, expenditures and budget performance; tactical oversight of programs to meet or exceed agency defined strategic goals; develop and implement strategies to improve individual programs and overall agency program and fiscal performance; oversee and lead special projects such as the Annual Report, Strategic Plan, Community Needs Assessment process, and work with Senior Management Team to develop new service initiatives. Provide tactical guidance to Division Directors to trouble shoot issues and problems in the daily operations of programs.

**Tri-County Community Action Programs, Inc.**  
**Division Director: TCCAP Prevention Services**  
**Berlin, NH 2015- 2016**

Responsible for four agency programs under the umbrella of TCCAP Prevention Services; oversee division resources, revenues, and expenditures and monitor budget performance; general oversight of programs to meet or exceed agency defined strategic goals; supervise program directors; write grants to support programs, monitor results, and prepare grant reports and financial statements for funders and agency; develop fundraising and marketing strategies for programs; represent program through participation in state and local initiatives relative to program/division goals and service delivery; collaborate with stakeholders and elected officials, including presenting legislative testimony.

**Tri-County Community Action Programs, Inc.**  
**Program/Division Director: Support Center at Burch House**  
**Littleton, New Hampshire 2007- 2015**

Oversee daily operation and supervision of domestic and sexual violence crisis center and residential shelter; write grants to support programs, monitor results, and prepare grant reports and financial statements for funders and parent agency; oversee program resources, revenues and expenditures, and monitor budget performance and progress toward strategic goals; create and direct victim advocacy programs to ensure compliance with grant deliverables and applicable state and federal law; develop fundraising and marketing strategies; participate in state and local collaborations to enhance victim services; represent program in state and federal victim service initiatives, including presentation of legislative testimony; create and present trainings for medical and legal professionals on legal standards and best practices for victim services.

**Bookkeeper: Women's Rural Entrepreneurial Network (WREN)****Bethlehem, NH current PT employment**

Responsible for grant fiscal tracking, reporting, funds release and account transfers, bi-weekly payroll and 941 payments, accounts payable and receivable, month end reconciliations for bank accounts, credit cards, petty cash, retail and market sales; monthly POS/QB reconciliation for three retail locations, preparing monthly cash flow, forecasts, and standard fiscal reports for Board of Directors.

**Tri-County Community Action Programs, Inc.****Direct Services/Volunteer Coordinator: Support Center at Burch House  
Littleton, New Hampshire 1997 to 2007**

Provide advocacy and direct service to victims of domestic and sexual violence; supervise court advocacy programs; recruit, train and supervise staff, volunteers, and interns; develop agency systems, policies and protocols; create and present community outreach presentations and campaigns; present school-based violence prevention classes for grades K-12 ; provide on-call coverage of crisis line

**Director: Haverhill Area Juvenile Diversion Program****Woodsville, New Hampshire 1999-2001**

Recruit, train, and supervise volunteer diversion committees; establish community programming for diverted youth; supportive counseling of youth; maintain collaborative relationships between the court system, juvenile service officers, local police departments, and diversion program; prepare and file court reports on diverted youth; community outreach and education

**Counselor/Title I Teacher: Northern Family Institute-Jefferson Shelter****Jefferson, New Hampshire 1996-1999**

Provide individual supportive counseling to adjudicated youth, facilitate peer support groups, develop and implement treatment plans and case management services to clients, supervise and tutor youth in classroom setting, supervise youth in daily living skills

**Education****BS in Human Services, Springfield College School of Human Services, Boston, MA**

Criminal Justice Concentration, *Graduated with 4.0 GPA*

**AS in Drug and Alcohol Rehabilitation Counseling (DARC Program)****Southern Connecticut Community College, New Haven, CT****Additional Skills, Professional Leadership and Civic Affiliations**

- ◆ Chairman, Bethlehem Board of Selectmen, Town of Bethlehem Twice Elected 2006-2010
- ◆ Chairman, Arts Alliance of Northern New Hampshire 2000-2003, *Treasurer 1996-1998*
- ◆ Chairman, Haverhill Area Family Violence Council 1998-2003
- ◆ Certified PRIME FOR LIFE Impaired Driver Intervention Program Instructor #NH16199
- ◆ Registered Sexual Harassment Prevention Trainer in the State of New Hampshire
- ◆ Board Member, Women's Rural Entrepreneurial Network 2014; *Individual Member 2008-2017*
- ◆ Bethlehem Planning Board 2010 - 2015
- ◆ Bethlehem Conservation Commission 2006 - *current*
- ◆ Granite United Way, North Country Cabinet Member 2011-2012
- ◆ TCCAP: Commendation- Division Director Award, 2011
- ◆ Bethlehem Citizen's Advisory Committee on Recycling 2007-2010
- ◆ Licensed Foster Parent, State of NH 2000-2006
- ◆ Small Business Owner : Aurora Energies 2015- *current*
- ◆ Speakeasy Trio Jazz Vocalist/ Sweet Jamm Swing Band Jazz Vocalist 1997- *current*
- ◆ Member, United States Figure Skating Association/International Skating Institute *current since 1993*

R A N D A L L S . P I L O T T E

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**S U M M A R Y**

Accounting professional with over 29 years of experience, of which 21 years were with a single private manufacturer. 16 years of experience managing accounting professionals. Key competencies include:

Financial Statements	Accounts Payables	Inventory	Fixed Assets
Payroll	Bank Reconciliations	Accounts Receivables	Sales/Use Tax
Budgeting	Cash Flow Management	Audits	Forecasting

**E X P E R I E N C E**

TRI-COUNTY COMMUNITY ACTION PROGRAM, INC., Berlin, NH 06/2013-Present

**CFO (2017 – Present)**

Work closely with the CEO, Treasurer and Finance Committee to identify performance goals for the Agency and to maintain systems to monitor performance against those goals. Plan, direct, coordinate, implement and evaluate the financial management systems and activities of the Agency with a budget of \$18M.

- Prepare/provides complete and accurate financial, statistical, and accounting records for the Agency and outside regulatory agencies.
- As a member of the senior management team, assists in the formulation and execution of corporate finance policies, objectives and programs.
- Prepares program and agency budgets in conjunction with the CEO and Program Directors. Plan, direct, coordinate, implement and evaluate fiscal performance reviews of Tri-County CAPs divisions.
- Hire, train, direct and evaluate employee performance within the department; recommend promotions and salary adjustments.
- Provides supervision and direction for the Facilities Management Team, ensuring that all mortgages, leases and covenants are maintained for Tri-County CAP's facilities. Creation of five-year capital plan.
- Reviews cash flows for each division, monitor cash management practices, and monitor investments associated with each property.
- Prepared five-year debt reduction plan.

**Fiscal Director/Interim CFO (2016 – 2017)**

- Direct and manage a fiscal staff of 5 and processes associated with the general ledger, payroll, and accounts payable, accounts receivable, cash receipts and fixed assets.
- Prepare and supervise the production of financial statements including Balance Sheet, Revenue and Expense Reports, and Cost Summaries on a monthly and annual basis.
- Maintain proper accounting controls on grants and contributions to ensure accurate revenue reporting and expense tracking to support periodic monitoring's by funders and auditors.
- Ensure all balance sheet, revenue and expense accounts are analyzed and reconciled periodically.
- Collaborate with Division Directors to monitor departmental revenue and expenses versus budget.
- Worked with the CFO to develop real time monthly and annual financial reporting; and implementing departmental goals.
- Prepare audit schedules for external auditors.
- Collaborate with external auditors in completing annual audit in a timely manner.

**Accounting Manager (2015-2016)**

**Sr. Accountant (2013-2014)**

**RANDALL PILOTTE RESUME:**

KENT NUTRITION GROUP, INC. (f/k/a Blue Seal Feeds, Inc.), Londonderry, NH

03/1989-09/2010

**Assistant Controller (2005-2010)**

- Ensured an accurate and timely monthly and year end close, consisting of the preparation of a consolidated and individual financial statement in accordance with GAAP for nine manufacturing plants and 11 retail stores with gross revenues in excess of \$200M. Additional responsibilities included preparing journal entries, account analysis, inventory review and observation, fixed assets, and depreciation.
- Managed, trained, and supervised a staff accountant responsible for ensuring accurate journal entries, inventory reconciliation, tonnage tax returns, bank reconciliations, and assignment of special projects.
- Oversaw all aspects of proprietary software, multi-state payroll system for 500 employees. Prepared all federal and state payroll tax reports, including quarterly and year-end returns, processing of W2s, and supervision of payroll clerk.
- Interfaced with 18 various banks throughout New England and Mid-Atlantic area used as depositories.
- Prepared multi-state sales/use tax returns and acted as point of contact for audits.
- Pro-actively coached and consulted plant and store management on the annual budget development process.
- Oversaw month-end accruals.
- Assisted and responded to auditors' requests on annual audit.
- Filed annual franchise and abandoned property reports with appropriate states.

**Accounting Manager (1999-2005)**

Supported the Corporate Controller's initiatives by providing supervision and oversight to the Accounting function. Supervised and trained two accounts payable clerks on Chart of Accounts, Accounts Payable, timely and accurate processing and payment of vendor's invoices, employee travel reimbursements, and standard accounting practices.

**Accountant/Payroll Supervisor (1994-1999)**

**Accountant (1989-1994)**

NORTHERN TELECOM, INC., Concord, NH

05/1987-03/1989

**Associate Results Accountant (1988-1989)**

**Accounts Payable (1987-1988)**

**E D U C A T I O N**

**Bachelor of Science, Accounting, FRANKLIN PIERCE COLLEGE, Concord, NH**

**Brenda Gagne  
Chief Program Officer  
Tri County Community Action Program Inc.**

***Professional Summary:***

Successful oversight of the day to day aspects and operations of Tri County CAP's Transit, Guardianship and Energy Assistance Programs.

**Experience:**

**Tri County Community Action Program, Inc.**

**6/30/2020 - Present**

Department Head, Economic Supports

6/5/2022 Chief Programs Officer

**Tri County CAP, Inc.**

**Tri County Transit**

**31 Pleasant St.**

**Berlin NH 03570**

**5/2017 – 6/30/2020**

Director of Transportation

Responsibilities include;

Overseeing the operations and administrative functions of a social service transportation program serving Coos, Northern Grafton and Carroll Counties.

**Tri-County CAP, Inc.**

**Tri County Transit**

**31 Pleasant St.**

**Berlin NH 03570**

**7/2004-5/2017**

Operations Manager

Responsibilities include;

\*Running the daily operations of a public transit and para transit service.

\*Facility Management.

\*Gathering statistics

\*Quarterly reporting to NHDOT and BEAS.

\*Preparing quarterly invoices to BEAS and NHDOT

\*Weekly employee scheduling, staff management.

\*Creating procedure manuals

\*Grant writing

\*Budget preparation

\*Writing Warrant Articles

\*Drug & Alcohol Testing

\*Emergency Preparedness

**Mountain Village Construction**

**P.O. Box 96**

**Milan, N.H. 03588**

**5/1995 - 1/2004**

Accounts Manager/Office Manager

Responsibilities included;

\*Customer service.

\*Accounting using Quick Books Pro.

- \*Preparing payroll and Tax Payments.
- \*Preparing Customer Statements and Invoices.
- \*Accounts Receivable and Accounts Payable.
- \*Creating and running Profit and Loss Reports.
- \*Data Entry.
- \*Phone communications and general secretarial duties.

**Milan Parks and Recreation Dept.**

**P.O. Box 300**

**Milan, N.H. 03588**

**6/1997 - 3/2002**

Parks and Recreation Director

Responsibilities included;

- \*Directed and implemented sports and recreational programs for youth and adults for the Towns of Milan, West Milan, and Dummer.
- \*Development of new programs and year round activities.
- \*Producing yearly budgets.
- \*Equipment and materials purchasing.
- \*Organizing and supervising a large Volunteer staff.
- \*Working with the public to create new programs.
- \*Coordinating with the Milan Village School on athletic and after school programs.
- \*Applying for Federal and State Grants.

**Education:**

- Graduate Gorham High School  
Gorham NH
- Granite State College  
Emergency Management
- Southern New Hampshire University  
Bachelor of Business Administration

**NHDOT Courses**

Fundamentals of Successful Project Management, MTAP/RTAP Financial Management Course  
Basics of Facilities Management Seminar (Facility Maintenance Plan), Transit Security Workshop  
FTA Drug & Alcohol Workshop, Emergency Planning and Disaster Management, NH Conference on Statewide  
Emergency Preparedness, Procurement for Small and Medium Transit Systems.

Certified Training and Safety Reviewer  
Community Transportation Association of America  
June 2009

Certified Safety and Security Officer  
Community Transportation Association of America  
10/2010

Tri State Transit Conference  
9/2007, 10/2008, 10/2010, 9/2011, 9/2013, 9/2014, 9/2016, 9/2017

Grant Writing Workshop  
New Hampshire Community Technical College  
Berlin NH 10/2005

## KEY PERSONNEL

List those primarily responsible for meeting the terms and conditions of the agreement.

Job descriptions not required for vacant positions.

Contractor Name: Tri-County Community Action Program, Inc.

NAME	JOB TITLE	ANNUAL AMOUNT PAID FROM THIS CONTRACT	ANNUAL SALARY
Jeanne Robillard	Chief Executive Officer	\$0.00	\$155,012.00
Randall Pilotte	Chief Financial Officer	\$0.00	\$100,888.00
Brenda Gagne	Chief Program Officer	\$0.00	\$90,480.00