EXTENDED TO AUGUST 15, 2025

Form **990** Department of the Treasury Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047 **2023** Open to Public Inspection

A For the 2023 calendar year, or tax year beginning OCT 1, 2023 and ending SEP 30, 2024

B Check if applicable: ☐ Address change ☐ Name change ☐ Initial return ☐ Final return/terminated ☐ Amended return ☐ Application pending

C Name of organization: TRI-COUNTY ACTION PROGRAM INC
Doing business as
Number and street (or P.O. box if mail is not delivered to street address) Room/suite: 1210 23RD AVENUE SOUTH, PO BOX 683
City or town, state or province, country, and ZIP or foreign postal code: WAITE PARK, MN 56387

D Employer identification number: 41-6049739
E Telephone number: (320) 251-1612
G Gross receipts $ 11,560,907.

F Name and address of principal officer: COLLEEN ORNE
SAME AS C ABOVE

H(a) Is this a group return for subordinates? ☐ Yes ☒ No
H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions
H(c) Group exemption number

I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) ( ) (insert no.) ☐ 4947(a)(1) or ☐ 527
J Website: WWW.TRICAP.ORG
K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other
L Year of formation: 1965 M State of legal domicile: MN

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: ENHANCE AND EXPAND OPPORTUNITIES FOR THE ECONOMIC AND SOCIAL WELL-BEING OF OUR COMMUNITY.

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a)	3	13
4 Number of independent voting members of the governing body (Part VI, line 1b)	4	13
5 Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	112
6 Total number of volunteers (estimate if necessary)	6	90
7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

	Prior Year	Current Year
Revenue		
8 Contributions and grants (Part VIII, line 1h)	8,660,508.	9,871,601.
9 Program service revenue (Part VIII, line 2g)	1,227,157.	1,602,825.
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	57,403.	67,095.
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	15,927.	19,386.
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	9,960,995.	11,560,907.
Expenses		
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	2,310,049.	2,455,865.
14 Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	5,642,982.	5,960,583.
16a Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
b Total fundraising expenses (Part IX, column (D), line 25) 0.		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,158,693.	2,488,255.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	10,111,724.	10,904,703.
19 Revenue less expenses. Subtract line 18 from line 12	-150,729.	656,204.

Net Assets or Fund Balances	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	7,684,495.	8,287,930.
21 Total liabilities (Part X, line 26)	2,026,357.	1,973,588.
22 Net assets or fund balances. Subtract line 21 from line 20	5,658,138.	6,314,342.

Part II Signature Block

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

Sign Here
Colleen Orne
Signature of officer
Date 3/7/2025
COLLEEN ORNE, EXECUTIVE DIRECTOR
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
MARIE A. PRIMUS, CPA	MARIE A. PRIMUS, CPA	02/25/25		P01272184

Firm's name CREATIVE PLANNING TAX, LLC Firm's EIN 47-1019942
Firm's address 220 PARK AVE S
ST. CLOUD, MN 56301 Phone no. 320-251-7010

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

Part III | Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission:
THE INTENT OF THE AGENCY'S MISSION IS TO ENHANCE AND EXPAND OPPORTUNITIES FOR THE ECONOMIC AND SOCIAL WELL-BEING OF LOW- AND MODERATE-INCOME HOUSEHOLDS AND, IN SOME CASES, THE GENERAL PUBLIC. RESOURCES TO PROVIDE SERVICES ARE FUNDED THROUGH FEDERAL, STATE, AND

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [ ] Yes [X] No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 5,160,153. including grants of $ 470,370.) (Revenue $ 1,260,830.)
TRANSPORTATION:
TRANSIT CONNECTION PUBLIC BUS OPERATIONS OFFER RURAL TRANSPORTATION INCLUDING DIAL-A-RIDE, FIXED ROUTE AND SMALL CITY SERVICE. THE TRANSPORTATION DISPATCH STAFF COORDINATES THE REQUESTS AND ASSISTS CUSTOMERS IN OBTAINING RELIABLE TRANSPORTATION AND IDENTIFIES OTHER ALTERNATIVES WHEN OUR SERVICES ARE NOT A VIABLE SOLUTION. THESE SERVICES ARE OFFERED FOR THOSE IN BENTON, STEARNS, SHERBURNE, MILLE LACS AND MORRISON COUNTIES. A TOTAL OF 134,388 ONE-WAY RIDES WERE PROVIDED TO THE COMMUNITIES.
THE VOLUNTEER DRIVER PROGRAM PROVIDES RIDES FOR CLIENTS IN STEARNS, SHERBURNE, BENTON, MILLE LACS AND MORRISON COUNTIES TO DESTINATIONS THROUGHOUT MINNESOTA. WE PROVIDE RIDES FOR MEDICAL APPOINTMENTS, FAMILY

4b (Code:) (Expenses $ 2,709,355. including grants of $ 1,538,674.) (Revenue $ 266,552.)
COMMUNITY DEVELOPMENT:
THE LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM HELPS INCOME ELIGIBLE HOUSEHOLDS IN BENTON, STEARNS, SHERBURNE AND MORRISON COUNTIES BY PAYING A PORTION OF THEIR HOME HEATING COSTS. TRI- CAP RECEIVES FUNDS TO COMPLETE THIS ADMINISTRATIVE ACTIVITY AND CREATED $4,731,009 IN REQUESTS TO THE DEPARTMENT OF COMMERCE FOR PAYMENTS TO VENDORS ON BEHALF OF CUSTOMERS.
THE FEDERAL WEATHERIZATION PROGRAM PROVIDES ASSISTANCE FOR ELIGIBLE HOUSEHOLDS IN BENTON, STEARNS, AND SHERBURNE COUNTIES WHICH CAN BENEFIT FROM UPDATED ENERGY EFFICIENCIES AS WELL AS HEALTH AND SAFETY UPGRADES. A TOTAL OF 116 HOUSEHOLDS IN THE COMMUNITIES WERE SERVED WITH COMPLETE ENERGY AUDITS AND AN ADDITIONAL 24 HOUSEHOLDS WERE SERVED WITH

4c (Code:) (Expenses $ 1,367,303. including grants of $ 446,821.) (Revenue $ 85,829.)
FAMILY RESOURCES:
THE FAMILY RESOURCES SERVED 1,409 HOUSEHOLDS PROVIDING A WIDE VARIETY OF SERVICES RANGING FROM FREE TAX RETURN PREPARATION, SNAP /FOOD APPLICATION ASSISTANCE, HOUSING ASSISTANCE, CHILDCARE ACCESS, AND EMPLOYMENT AND TRAINING. THIS NUMBER REFLECTS SERVICES AND PROGRAMS OFFERED IN OUR ASSET, WORKFORCE, AND HOUSING STABILITY PILLARS.

4d Other program services (Describe on Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e Total program service expenses 9,236,811.

SEE SCHEDULE O FOR CONTINUATION(S)

Part IV Checklist of Required Schedules

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

Part IV | Checklist of Required Schedules *(continued)*

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

Part V | Statements Regarding Other IRS Filings and Tax Compliance

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

					Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	5			
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

				Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 112			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		2b	X	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		3a		X
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*		3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a		X
b	If "Yes," enter the name of the foreign country. See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		5a		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c		X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note:** See the instructions for additional information the organization must report on Schedule O.		13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		14a		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*		14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.		15		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		16		X
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.		17		

Part VI | Governance, Management, and Disclosure. *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI ..... [X]

Section A. Governing Body and Management

			Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year ..... 1a: 13 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.			
b	Enter the number of voting members included on line 1a, above, who are independent 1b: 13			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		X
6	Did the organization have members or stockholders?	6		X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a	The governing body?	8a	X	
b	Each committee with authority to act on behalf of the governing body?	8b	X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9		X

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

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

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed MN

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

[X] Own website [ ] Another's website [X] Upon request [ ] Other *(explain on Schedule O)*

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

20 State the name, address, and telephone number of the person who possesses the organization's books and records

THE ORGANIZATION - (320) 251-1612

1210 23RD AVENUE SOUTH, PO BOX 683, WAITE PARK, MN 56387

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

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

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position: Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) MICHELLE PETERSON INTERIM EXECUTIVE DIRECTOR	40.00			X				106,648.	0.	18,181.
(2) GLORIA OLSON FINANCE MANAGER	40.00			X				71,311.	0.	17,831.
(3) LISA FOBBE BOARD CHAIR	0.29	X		X				0.	0.	0.
(4) KELLY LARSON VICE CHAIR	0.22	X		X				0.	0.	0.
(5) STEVE NOTCH TREASURER	0.37	X		X				0.	0.	0.
(6) JANET GOLIGOWSKI SECRETARY	0.11	X		X				0.	0.	0.
(7) AMANDA SEMEGA BOARD MEMBER	0.18	X						0.	0.	0.
(8) JUSTIN GRATER BOARD MEMBER	0.25	X						0.	0.	0.
(9) ERIKA HANNON BOARD MEMBER	0.18	X						0.	0.	0.
(10) TRACY ORE BOARD MEMBER	0.11	X						0.	0.	0.
(11) BETH SCHLANGEN BOARD MEMBER	0.22	X						0.	0.	0.
(12) KARLA SCAPANSKI BOARD MEMBER	0.04	X						0.	0.	0.
(13) LARISA SCHULTZ BOARD MEMBER	0.18	X						0.	0.	0.
(14) JEFF WHARTON BOARD MEMBER	0.29	X						0.	0.	0.
(15) BRENTON MARSHIK BOARD MEMBER	0.42	X						0.	0.	0.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position: Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations

	(D)	(E)	(F)
1b Subtotal	177,959.	0.	36,012.
c Total from continuation sheets to Part VII, Section A	0.	0.	0.
d Total (add lines 1b and 1c)	177,959.	0.	36,012.

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 1

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

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
BCI CONSTRUCTION INC 7135 5TH AVE NE, SAUK RAPIDS, MN 56379	CONSTRUCTION OF WAITE PARK BUS FACIL	497,059.
TRISKO HEATING & PLUMBING 320 PINE STREET, SAUK CENTRE, MN 56378	WEATHERIZATION	266,026.
GARY'S INSULATION SERV LLC, 802 1ST STREET NORTH PO BOX 248, SAUK RAPIDS, MN 56379	WEATHERIZATION	250,397.
SEELENBUILT LLC 10649 230TH STREET, ST. CLOUD, MN 56301	WEATHERIZATION	235,645.
D&D CONSTRUCTION PO BOX 71, RICE, MN 56367	WEATHERIZATION	231,859.

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 8

Part VIII Statement of Revenue

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a	35,000.				
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	9,637,164.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	199,437.				
	g Noncash contributions included in lines 1a-1f	1g	$				
	h **Total.** Add lines 1a-1f			9,871,601.			
Program Service Revenue			Business Code				
	2 a TRANSPORTATION		624100	1,260,830.	1,260,830.		
	b FAMILY RESOURCES		624100	266,552.	266,552.		
	c COMMUNITY DEVELOPMENT		624100	75,443.	75,443.		
	d						
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f			1,602,825.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			64,943.			64,943.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
		(i) Real	(ii) Personal				
	6 a Gross rents (6a)	9,000.					
	b Less: rental expenses (6b)	0.					
	c Rental income or (loss) (6c)	9,000.					
	d Net rental income or (loss)			9,000.			9,000.
		(i) Securities	(ii) Other				
	7 a Gross amount from sales of assets other than inventory (7a)		2,152.				
	b Less: cost or other basis and sales expenses (7b)		0.				
	c Gain or (loss) (7c)		2,152.				
	d Net gain or (loss)			2,152.			2,152.
	8 a Gross income from fundraising events (not including $ ______ of contributions reported on line 1c). See Part IV, line 18	8a					
	b Less: direct expenses	8b					
	c Net income or (loss) from fundraising events						
	9 a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities						
	10 a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue			Business Code				
	11 a REIMBURSEMENTS		624100	10,386.	10,386.		
	b						
	c						
	d All other revenue						
	e **Total.** Add lines 11a-11d			10,386.			
	12 **Total revenue.** See instructions			11,560,907.	1,613,211.	0.	76,095.

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22	2,455,865.	2,455,865.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	223,451.	6,612.	216,839.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	4,187,122.	3,473,253.	713,869.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	70,350.	56,998.	13,352.	
9 Other employee benefits	1,104,491.	878,410.	226,081.	
10 Payroll taxes	375,169.	297,793.	77,376.	
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	38,400.	20,142.	18,258.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	190,783.	100,074.	90,709.	
12 Advertising and promotion	128,630.	119,937.	8,693.	
13 Office expenses	117,756.	104,676.	13,080.	
14 Information technology	143,231.	83,961.	59,270.	
15 Royalties				
16 Occupancy	108,062.	82,547.	25,515.	
17 Travel	342,821.	319,652.	23,169.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	4,028.	3,756.	272.	
20 Interest	2,445.	99.	2,346.	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	450,431.	427,485.	22,946.	
23 Insurance	70,017.	65,285.	4,732.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a OTHER PROGRAM	558,254.	520,526.	37,728.	
b TRAINING	157,075.	92,430.	64,645.	
c NONCAPITAL EQUIPMENT	110,838.	83,170.	27,668.	
d SUPPLIES	65,484.	44,140.	21,344.	
e All other expenses				
25 **Total functional expenses.** Add lines 1 through 24e	10,904,703.	9,236,811.	1,667,892.	0.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X | Balance Sheet

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

			(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing	406,467.	1	64,726.
	2	Savings and temporary cash investments	2,190,997.	2	2,346,007.
	3	Pledges and grants receivable, net	1,187,297.	3	1,271,066.
	4	Accounts receivable, net	189,478.	4	188,147.
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net	617,231.	7	584,547.
	8	Inventories for sale or use	304,654.	8	111,337.
	9	Prepaid expenses and deferred charges	123,877.	9	177,355.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a: 7,494,904.			
	b	Less: accumulated depreciation — 10b: 3,959,871.	2,617,169.	10c	3,535,033.
	11	Investments - publicly traded securities		11	
	12	Investments - other securities. See Part IV, line 11		12	
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11	47,325.	15	9,712.
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)	7,684,495.	16	8,287,930.
Liabilities	17	Accounts payable and accrued expenses	1,167,245.	17	1,304,668.
	18	Grants payable		18	
	19	Deferred revenue	785,731.	19	641,326.
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	73,381.	25	27,594.
	26	**Total liabilities.** Add lines 17 through 25	2,026,357.	26	1,973,588.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here** [X] **and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions	5,642,138.	27	6,314,342.
	28	Net assets with donor restrictions	16,000.	28	0.
		Organizations that do not follow FASB ASC 958, check here ☐ **and complete lines 29 through 33.**			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	5,658,138.	32	6,314,342.
	33	Total liabilities and net assets/fund balances	7,684,495.	33	8,287,930.

Form **990** (2023)

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	11,560,907.
2	Total expenses (must equal Part IX, column (A), line 25)	2	10,904,703.
3	Revenue less expenses. Subtract line 2 from line 1	3	656,204.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	5,658,138.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	6,314,342.

Part XII Financial Statements and Reporting

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

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

Form 990 (2023)

SCHEDULE A (Form 990)

Department of the Treasury Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization
TRI-COUNTY ACTION PROGRAM INC

Employer identification number
41-6049739

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

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

1 [ ] A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 [ ] A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 [ ] A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 [ ] A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:

5 [ ] An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 [ ] A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 [X] An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 [ ] A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

9 [ ] An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:

10 [ ] An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 [ ] An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 [ ] An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a [ ] **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b [ ] **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c [ ] **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d [ ] **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e [ ] Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations ....

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
Total						

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	7361907.	9036909.	8010985.	8660508.	9871601.	42941910.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3	7361907.	9036909.	8010985.	8660508.	9871601.	42941910.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 **Public support.** Subtract line 5 from line 4.						42941910.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4	7361907.	9036909.	8010985.	8660508.	9871601.	42941910.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	6,600.	2,321.	11,620.	57,172.	73,943.	151,656.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)		103,700.	10,854.	6,927.	10,386.	131,867.
11 **Total support.** Add lines 7 through 10						43225433.

12 Gross receipts from related activities, etc. (see instructions) | 12 | 5,877,227.

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f)) | 14 | 99.34 %

15 Public support percentage from 2022 Schedule A, Part II, line 14 | 15 | 99.47 %

16a **33 1/3% support test - 2023.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization [X]

b **33 1/3% support test - 2022.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

17a **10% -facts-and-circumstances test - 2023.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

b **10% -facts-and-circumstances test - 2022.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16	Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2023** (line 10c, column (f), divided by line 13, column (f))	17	%
18	Investment income percentage from **2022** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests - 2023.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

b **33 1/3% support tests - 2022.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV | Supporting Organizations *(continued)*

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year* **(see instructions).**

a ☐ The organization satisfied the Activities Test. *Complete* **line 2** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* **line 3** *below.*

c ☐ The organization supported a governmental entity. *Describe in* **Part VI** *how you supported a governmental entity (see instructions).*

		Yes	No
2 Activities Test. **Answer lines 2a and 2b below.**			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* **Part VI identify those supported organizations and explain** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	2a		
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* **Part VI** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	2b		
3 Parent of Supported Organizations. **Answer lines 3a and 3b below.**			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No" provide details in* **Part VI.**	3a		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* **Part VI** *the role played by the organization in this regard.*	3b		

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

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

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 **Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	8		

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d **Total** (add lines 1a, 1b, and 1c)	1d		
e **Discount** claimed for blockage or other factors (*explain in detail in* **Part VI**):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by 0.035.	6		
7 Recoveries of prior-year distributions	7		
8 **Minimum Asset Amount** (add line 7 to line 6)	8		

Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	1		
2 Enter 0.85 of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

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

Section D - Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required - *provide details in* **Part VI**)	5	
6 Other distributions (*describe in* **Part VI**). See instructions.	6	
7 **Total annual distributions.** Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (*provide details in* **Part VI**). See instructions.	8	
9 Distributable amount for 2023 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E - Distribution Allocations (see instructions)	**(i)** **Excess Distributions**	**(ii)** **Underdistributions Pre-2023**	**(iii)** **Distributable Amount for 2023**
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required - *explain in* **Part VI**). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f **Total** of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* **Part VI.** See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* **Part VI.** See instructions.			
7 **Excess distributions carryover to 2024.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization: TRI-COUNTY ACTION PROGRAM INC

Employer identification number: 41-6049739

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

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

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)
☐ Preservation of a historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

			Held at the End of the Tax Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included on line 2a	2c	
d	Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ________

4 Number of states where property subject to conservation easement is located ________

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ________

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ________

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 $ ________

(ii) Assets included in Form 990, Part X $ ________

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 $ ________

b Assets included in Form 990, Part X $ ________

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

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

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other

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

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

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

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

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

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

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

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

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

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

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

a Board designated or quasi-endowment ______ %

b Permanent endowment ______ %

c Term endowment ______ %

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

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

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

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

Part VI **Land, Buildings, and Equipment**

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		2,361,837.	413,489.	1,948,348.
c Leasehold improvements		642,854.	613,431.	29,423.
d Equipment		3,715,601.	2,916,136.	799,465.
e Other		774,612.	16,815.	757,797.
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				3,535,033.

Part VII Investments - Other Securities

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

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

Part VIII Investments - Program Related.

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

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

Part IX Other Assets

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

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

Part X Other Liabilities

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) FINANCE LEASE LIABILITIES	17,163.
(3) OPERATING LEASE LIABILITIES	10,431.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25, col. (B))*	27,594.

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

Part XI | Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	11,560,907.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	0.
3	Subtract line **2e** from line **1**			3	11,560,907.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	0.
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	11,560,907.

Part XII | Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	10,904,703.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	0.
3	Subtract line **2e** from line **1**			3	10,904,703.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	0.
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	10,904,703.

Part XIII | Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SCHEDULE I
(Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047
2023
Open to Public Inspection

Name of the organization: TRI-COUNTY ACTION PROGRAM INC

Employer identification number 41-6049739

Part I — General Information on Grants and Assistance

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

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

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

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3 Enter total number of other organizations listed in the line 1 table

For Paperwork Reduction Act Notice, see the Instructions for Form 990. **Schedule I (Form 990) 2023**

LHA 332101 11-01-23

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

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
WEATHERIZATION SERVICES TO REDUCE RESIDENTIAL ENERGY CONSUMPTION	140	1,538,674.	0.		
DIRECT HOUSING ASSISTANCE AND SNAP ASSISTANCE PROGRAMS	62	142,217.	0.		
CAR REPAIR AND BASIC NEEDS	278	277,765.	0.		
TRANSPORTATION	134388	470,370.	0.		
REBUILDING LIVES	118	26,839.	0.		

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

PART I, LINE 2:

BASED UPON REGULATIONS, MOST CUSTOMERS REQUESTING ASSISTANCE FROM PROGRAMS ADMINISTERED BY TRI-CAP ARE REQUIRED TO COMPLETE AN APPLICATION PRIOR TO RECEIVING SERVICES. ALL ELIGIBILITY GUIDELINES ARE FOLLOWED BY THE STAFF MEMBER WHO IS REVIEWING THE APPLICATION. REQUIRED PROGRAMMATIC DOCUMENTATION IS RECEIVED AND ELIGIBILITY IS DETERMINED. ALL PROGRAM EXPENDITURES REQUESTED BY STAFF MEMBERS ARE REVIEWED AND APPROVED BY THEIR SUPERVISOR PRIOR TO BENEFITS BEING AWARDED.

SCHEDULE O (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047
2023
Open to Public Inspection

Name of the organization: TRI-COUNTY ACTION PROGRAM INC

Employer identification number: 41-6049739

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:
COUNTY GRANTS, FEE FOR SERVICES, THIRD-PARTY REIMBURSEMENT, AND DONATION. TRI-CAP STRIVES TO MEET THE NEEDS OF THE COMMUNITY BY ACTIVELY PARTICIPATING IN COLLABORATIVE EFFORTS WITH ENTITIES THROUGHOUT THE SOCIAL SERVICE SYSTEM. THE AGENCY UTILIZES THE COMMUNITY NEEDS ASSESSMENT COMPLETED IN 2023. THE NEEDS ASSESSMENT ASSISTS THE AGENCY TO IDENTIFY SYSTEMS AND OPPORTUNITIES FOR IMPROVEMENTS FOR THE AGENCY. IN AN INITIATIVE TO INCREASE AGENCY DIVERSITY, EQUITY, AND INCLUSION, TRI-CAP PARTNERED WITH STRATEGIC DIVERSITY INITIATIVES (SDI). IN JULY 2023, SDI LAUNCHED A COMPREHENSIVE DEI ASSESSMENT, COMPRISED OF A CONFIDENTIAL AND ANONYMOUS STAFF SURVEY, AND FOCUS GROUPS TO FIND KEY AREAS OF STRENGTH, OPPORTUNITIES, AND RECOMMENDAT

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:
VISITS, COUNSELING AND OTHER ESSENTIAL NEEDS. WE CURRENTLY HAVE 40 VOLUNTEER DRIVERS WHO PERFORMED 14,061 ONE-WAY RIDES, DROVE 575,795 MILES AND VOLUNTEERED 18,124 HOURS.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:
MECHANICAL ASSISTANCE CALLED STANDALONES.

FORM 990, PART VI, SECTION B, LINE 11B:
THE FORM 990 IS REVIEWED BY THE EXECUTIVE DIRECTOR, FINANCE MANAGER, AND FINANCE/EXECUTIVE COMMITTEE BEFORE IT IS SENT TO THE BOARD. THE DRAFT FORM 990 IS SENT TO ALL BOARD MEMBERS TO REVIEW PRIOR TO THE BOARD MEETING AND

Name of the organization TRI-COUNTY ACTION PROGRAM INC
Employer identification number 41-6049739

HARD COPIES ARE MADE AVAILABLE THE NIGHT OF THE BOARD MEETING. THE FINAL FORM 990 IS APPROVED AT THE BOARD MEETING PRIOR TO FILING.

FORM 990, PART VI, SECTION B, LINE 12C:
EACH BOARD MEETING WILL BEGIN WITH AN OPPORTUNITY FOR BOARD MEMBERS TO DISCLOSE ANY POTENTIAL CONFLICTS OF INTEREST WITH THE PRESENTED AGENDA ITEMS. A CONFLICT OF INTEREST IS CONSIDERED TO EXIST WHENEVER A BOARD MEMBER HAS A FINANCIAL OR PERSONAL INTEREST WITH A BUSINESS CONTACT OR EMPLOYEE OF TRI-CAP AND THE INTEREST MIGHT IN ANY WAY AFFECT THE MEMBER'S JUDGMENT OR INFLUENCE THEM IN MAKING DECISIONS IN THE BEST INTEREST OF TRI-CAP.

WHEN THE BOARD VOTES AND A BOARD MEMBER HAS A FINANCIAL OR PERSONAL INTEREST IN THE VOTE, THE FOLLOWING SHALL TAKE PLACE: THE BOARD MEMBER SHALL NOTIFY THE CHAIR AND LEAVE THE MEETING WHILE DISCUSSION AND VOTING OCCURS, AND REFRAIN FROM VOTING. THE BOARD MEMBER SHALL NOT ATTEMPT TO EXERT THEIR PERSONAL INFLUENCE WITH RESPECT TO THE MATTER, EITHER AT OR OUTSIDE THE MEETING.

THESE POLICIES ARE OUTLINED IN THE BOARD OF DIRECTOR BY-LAWS AND ARE REVIEWED ANNUALLY WITH BOARD MEMBERS, WHO SIGN AN ACKNOWLEDGMENT REGARDING ADHERENCE TO THE POLICY.

FORM 990, PART VI, SECTION B, LINE 15:
THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS IS RESPONSIBLE FOR THE ANNUAL PERFORMANCE APPRAISAL AND COMPENSATION RECOMMENDATIONS FOR THE EXECUTIVE DIRECTOR. THESE ARE REVIEWED AND APPROVED ANNUALLY BY THE FULL BOARD. TRI-CAP'S COMPENSATION POLICY OUTLINES THE SYSTEM FOR DETERMINING

Name of the organization TRI-COUNTY ACTION PROGRAM INC | Employer identification number 41-6049739

COMPENSATION AND INCREASES BASED ON THE POSITION/JOB DESCRIPTION AND PERFORMANCE EVALUATIONS. THE AGENCY JOB CLASSIFICATION SYSTEM ASSIGNS EACH POSITION TO A JOB CLASS SO THAT ALL POSITIONS SUBSTANTIALLY SIMILAR IN KNOWLEDGE, SKILL, ABILITY, ACCOUNTABILITY, AND WORKING CONDITIONS ARE INCLUDED IN THE SAME JOB CLASS AND THAT THE SAME OR SIMILAR MEANS OF RECRUITMENT MAY BE USED IN FILLING ALL POSITIONS WITHIN A JOB CLASS. PAY RANGES FOR EACH POSITION ARE ESTABLISHED BASED ON THE JOB CLASSIFICATION SYSTEM.

EACH INDIVIDUAL JOB CLASS WILL HAVE AN ASSIGNED PAY RANGE AS DETERMINED BY INTERNAL EQUITY AND MARKET RESEARCH. IT IS THE RESPONSIBILITY OF THE HUMAN RESOURCES DIRECTOR TO MAINTAIN A PAY INCREASE GRID SYSTEM TO BE USED TO DETERMINE AN EMPLOYEE'S PAY INCREASE BASED ON THEIR PERFORMANCE, CURRENT POSITION IN THE PAY RANGE, THE AGENCY'S FINANCIAL RESOURCES AND OTHER FACTORS. IT IS THE RESPONSIBILITY OF THE HUMAN RESOURCES DIRECTOR TO DEVELOP AND MAINTAIN A PROCESS TO ENSURE AN EQUITABLE METHOD FOR SUPERVISORS TO GRANT PAY INCREASES USING THE PERFORMANCE RATING SYSTEM AND PAY INCREASE GRID. THE COMPENSATION POLICY AND PAY SYSTEMS ARE REVIEWED AND APPROVED BY THE EXECUTIVE DIRECTOR AND BOARD OF DIRECTORS.

ALL PERFORMANCE APPRAISALS AND PAY DECISIONS ARE DOCUMENTED IN EMPLOYEE PERSONNEL FILES WITH APPROPRIATE APPROVALS.

FORM 990, PART VI, SECTION C, LINE 19:

DOCUMENTS ARE AVAILABLE UPON REQUEST FOR THE SAME PERIOD OF DISCLOSURE AS SET FORTH IN SECTION 6104(D).

Tri-CAP INC.
TRI-COUNTY ACTION PROGRAM
Helping People. Changing Lives.

Financial Statements

September 30, 2024 and 2023

Tri-County Action Program, Inc.
Table of Contents

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Independent Auditor's Report

Board of Directors
Tri-County Action Program, Inc.
Waite Park, Minnesota

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Tri-County Action Program, Inc., which comprise the statements of financial position as of September 30, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Tri-County Action Program, Inc. as of September 30, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) 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 Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Tri-County Action Program, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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 financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's 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 GAAS 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 financial statements.

In performing an audit in accordance with GAAS 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 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 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 Action Program, Inc.'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 financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Tri-County Action Program, Inc.'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 financial statements as a whole. The accompanying schedules of financial position and activities for the Federal Energy Assistance, Federal Weatherization, and Transportation programs are presented for purposes of additional analysis of the financial statements and are not a required part of the financial statements. The accompanying schedule of expenditures of 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 Uniform Guidance)* is presented for purposes of additional analysis and is not a required part of the 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 financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedules of financial position and activities for the Federal Energy Assistance, Federal Weatherization, and Transportation program and the schedule of expenditures of federal awards are fairly stated, in all material respects, in relation to the 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 February 20, 2025, on our consideration of Tri-County 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 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 Action Program, Inc.'s internal control over financial reporting and compliance.

BerganKDV, Ltd.

St. Cloud, Minnesota
February 20, 2025

Tri-County Action Program, Inc.
Statements of Financial Position
As of September 30, 2024 and 2023

	2024	2023
Assets		
Current assets		
Cash and cash equivalents	$ 2,314,383	$ 2,506,908
Restricted cash	96,350	90,556
Accounts receivable	188,147	189,478
Grants receivable	1,271,066	1,187,297
Inventory	111,337	304,654
Prepaid expenses	177,355	123,877
Total current assets	4,158,638	4,402,770
Property and equipment, net	3,535,033	2,617,169
Right-of-use assets - operating leases	9,712	47,325
Loans receivable	584,547	617,231
Total assets	$ 8,287,930	$ 7,684,495

See notes to financial statements.

Tri-County Action Program, Inc.
Statements of Financial Position
As of September 30, 2024 and 2023

	2024	2023
Liabilities and Net Assets		
Current liabilities		
Current portion of finance lease liabilities	$ 6,758	$ 7,293
Current portion of operating leases	10,431	40,580
Accounts payable	581,170	490,331
Accrued payroll and related expenses	723,498	676,914
Refundable advances	59,502	175,265
Total current liabilities	1,381,359	1,390,383
Long-term liabilities		
Finance lease liabilities	10,405	16,312
Operating lease liabilities	-	9,196
Deferred revenue - loans	581,824	610,466
Total long-term liabilities	592,229	635,974
Total liabilities	1,973,588	2,026,357
Net assets		
Without donor restrictions	6,314,342	5,642,138
With donor restrictions		
Bus purchase	-	16,000
Total net assets	6,314,342	5,658,138
Total liabilities and net assets	$ 8,287,930	$ 7,684,495

See notes to financial statements.

Tri-County Action Program, Inc.
Statements of Activities
Years Ended September 30, 2024 and 2023

	2024	2023
Net Assets Without Donor Restrictions		
Revenues and support		
Federal grant revenue	$ 5,195,087	$ 5,422,184
State of Minnesota grant revenue	4,373,746	2,930,476
County grant revenue	68,331	61,102
Other grant revenue	225,388	235,746
Program income	1,573,334	1,181,378
Affordable housing	29,491	45,779
Reimbursements	10,386	6,927
Contributions	5,101	11,000
Gain on sale of equipment	2,152	9,231
Other revenue	77,891	57,172
Net assets released from restrictions	16,000	-
Total revenues and support	11,576,907	9,960,995
Expenses		
Program	9,236,811	8,682,974
Management and general	1,667,892	1,428,750
Total expenses	10,904,703	10,111,724
Change in net assets without donor restrictions	672,204	(150,729)
Net Assets With Donor Restrictions		
Revenues and support		
Net assets released from restrictions	(16,000)	-
Change in net assets with donor restrictions	(16,000)	-
Change in net assets	656,204	(150,729)
Net assets, beginning of year	5,658,138	5,808,867
Net assets, end of year	$ 6,314,342	$ 5,658,138

Tri-County Action Program, Inc.
Statement of Functional Expenses
Year Ended September 30, 2024

	Program Services					
	Community Development	Family Resources	Transportation	Total Program	Management and General	Total
Expenses						
Salaries and wages	$ 719,548	$ 527,164	$ 2,232,467	$ 3,479,179	$ 903,997	$ 4,383,176
Fringe benefits	244,767	187,779	801,341	1,233,887	343,520	1,577,407
Other program	102,076	53,270	965,122	1,120,468	81,212	1,201,680
Supplies	10,296	15,998	31,210	57,504	27,806	85,310
Occupancy	1,338	3,465	77,744	82,547	25,515	108,062
Noncapital equipment	4,892	16,396	61,882	83,170	27,668	110,838
Professional fees and services	13,130	62,892	44,194	120,216	108,967	229,183
Direct client services	1,538,674	446,821	470,370	2,455,865	-	2,455,865
Training	34,114	26,119	32,197	92,430	64,645	157,075
Interest	-	-	99	99	2,346	2,445
Technology support	-	2,483	81,478	83,961	59,270	143,231
Depreciation	40,520	24,916	362,049	427,485	22,946	450,431
Total expenses by function	$ 2,709,355	$ 1,367,303	$ 5,160,153	$ 9,236,811	$ 1,667,892	$ 10,904,703

Tri-County Action Program, Inc.
Statement of Functional Expenses
Year Ended September 30, 2023

	Program Services					
	Community Development	Family Resources	Transportation	Total Program	Management and General	Total
Expenses						
Salaries and wages	$ 825,857	$ 457,024	$ 2,125,731	$ 3,408,612	$ 736,853	$ 4,145,465
Fringe benefits	294,985	163,243	759,285	1,217,513	280,004	1,497,517
Other program	141,786	29,923	721,716	893,425	70,867	964,292
Supplies	12,378	10,367	22,987	45,732	33,391	79,123
Occupancy	2,078	3,355	74,531	79,964	70,340	150,304
Noncapital equipment	23,550	3,467	9,845	36,862	39,366	76,228
Professional fees and services	13,816	92,610	60,494	166,920	74,837	241,757
Direct client services	1,673,774	290,755	345,520	2,310,049	-	2,310,049
Training	26,249	8,386	27,901	62,536	19,677	82,213
Interest	-	-	11	11	10,962	10,973
Technology support	-	166	40,974	41,140	72,481	113,621
Depreciation	47,881	16,347	355,982	420,210	19,972	440,182
Total expenses by function	$ 3,062,354	$ 1,075,643	$ 4,544,977	$ 8,682,974	$ 1,428,750	$ 10,111,724

See notes to financial statements.

Tri-County Action Program, Inc.
Statements of Cash Flows
Years Ended September 30, 2024 and 2023

	2024	2023
Cash Flows - Operating Activities		
Change in net assets	$ 656,204	$ (150,729)
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation	450,431	440,182
Amortization of right-of-use assets - operating leases	37,613	35,844
Gain on sale of equipment	(2,152)	(9,231)
Changes in operating assets and liabilities		
Accounts receivable	1,331	(63,046)
Grants receivable	(83,769)	(148,553)
Inventory	193,317	(89,119)
Prepaid expenses	(53,478)	2,393
Operating lease liabilities	(39,345)	(33,393)
Accounts payable	(11,397)	160,697
Accrued payroll and related expenses	46,584	60,653
Refundable advances	(115,763)	105,022
Deferred revenue - home inventory	-	(94,800)
Deferred revenue - loans	(28,642)	107,221
Net cash flows - operating activities	1,050,934	323,141
Cash Flows - Investing Activities		
Purchases of property and equipment	(1,256,278)	(232,959)
Proceeds from sale of equipment	2,575	16,937
Loan receivable issued	(139,360)	(139,360)
Payments received on loans receivable	172,044	25,374
Net cash flows - investing activities	(1,221,019)	(330,008)
Cash Flows - Financing Activities		
Payments on long-term debt	-	(9,534)
Payments on finance lease liabilities	(16,646)	(5,961)
Net cash flows - financing activities	(16,646)	(15,495)
Net change in cash and cash equivalents and restricted cash	(186,731)	(22,362)

See notes to financial statetments.

Tri-County Action Program, Inc.
Statements of Cash Flows
Years Ended September 30, 2024 and 2023

	2024	2023
Cash and Cash Equivalents and Restricted Cash		
Beginning of year	2,597,464	2,619,826
End of year	$ 2,410,733	$ 2,597,464
Reconciliation to Statements of Financial Position		
Cash and cash equivalents	$ 2,314,383	$ 2,506,908
Restricted cash	96,350	90,556
Total	$ 2,410,733	$ 2,597,464
Supplemental Disclosure of Cash Flow Information		
Cash paid during the period for interest	$ 2,445	$ 10,973
Cash paid for amounts included in the measurement of lease liabilities		
Financing cash outflows from finance leases	6,443	5,181
Operating cash outflows from operating leases	40,580	36,397
Supplemental Schedule of Noncash Investing and Financing Activities		
ROU assets obtained in exchange for finance lease liabilities	$ 10,315	$ 15,139
ROU assets obtained in exchange for operating lease liabilities	-	83,169
Construction in progress included in ending accounts payable	102,236	-

See notes to financial statetments.

NOTE 1 - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

Nature of Organization

Tri-County Action Program, Inc. (the Agency) is a nonprofit community action agency incorporated in 1965, under the provisions of the Minnesota Nonprofit Corporations Act, Minnesota Statutes. The area served by the Agency consists of the Minnesota counties of Benton, Stearns, and Sherburne. The Board of Directors consists of representatives of the public sector, low-income sector, and the private sector.

Tri-County Action Program, Inc. provides a myriad of services to people in economic need. The Agency coordinates services based on the community needs at a local level. Some of the primary services offered include:

- Community Development which includes:
  - Energy Assistance - a health and safety program funded by the federal government's Low Income Home Energy Assistance Program (LIHEAP) grant which helps with utility bill payments, crisis intervention when utility service shut-off is imminent, furnace repair and replacement, advocacy for utility consumer rights, and referrals to other support programs.
  - Weatherization - program activities are supported by funding from the U.S. Departments of Energy and Health and Human Services, plus utility conservation improvement program funds. The program performs energy audits on single and multi-family dwellings for low-income owners and renters, utilizing specialized staff which uses the latest energy conservation tools and techniques to perform the work. Work includes performing energy audits; repairing and replacing mechanical systems; and insulating and air sealing homes.
- Family Resources - over 2,000 households were assisted this past year through family resources programs. These services span a continuum of basic needs assistance such as Supplemental Nutrition Assistance Programs, housing programs, personal transportation assistance (car repair, vehicle lease/purchase), to self-sufficiency and asset building programs such as financial education, volunteer tax preparation, matched savings programs, etc.
- Transportation - public transit services to a five-county area. These services are funded by the Minnesota Department of Transportation to provide rides each year through our dial-a ride, curb to curb service. In addition, the Volunteer Driver Program gives rides to clients provided by volunteers using their own vehicle. These rides connect people to their communities; getting them to work, medical appointments, grocery stores, etc.

Accounting Estimates

The preparation 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 certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash Equivalents

Cash equivalents include highly liquid investments with original maturities of three months or less that are recorded at cost plus accrued interest, which approximates fair value.

NOTE 1 - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Restricted Cash

Restricted cash is limited in use for the Agency's unemployment savings program.

Accounts Receivable

The accounts receivable are the result of the Agency extending unsecured credit to the users of the Agency's programs. Accounts receivable are shown net of expected credit losses, if any. The Agency uses historical loss information and periodic evaluations of aging of the accounts receivable as the basis to determine expected credit losses for receivables and believes that the composition of receivable at year-end is consistent with historical conditions as there has been no significant changes in pay sources, credit terms and collection practices, or economic conditions. There were no expected credit losses as of September 30, 2024 and 2023. The Agency does not accrue interest on delinquent accounts.

Grants Receivable

Grants receivable are amounts outstanding under government reimbursement grant agreements. The Agency recognizes revenue from agreements on a cost-reimbursement basis. No allowance is deemed necessary due to the nature of the government grants.

Concentrations

Financial instruments which potentially subject the Agency to concentrations of credit risk consist principally of cash and cash equivalents and grants receivable and revenue. The Agency places its cash and cash equivalents with a single financial institution. At times, the Agency's cash and cash equivalents are in excess of the FDIC insurance limit.

Revenue for the years ended September 30, 2024 and 2023, include amounts from the following major sources, together with the receivables due from those sources as of September 30, 2024 and 2023.

	2024		2023	
Source	Percent of Total Revenue	Percent of Grants Receivable	Percent of Total Revenue	Percent of Grants Receivable
U.S. Department of Commerce	24.5%	26.3%	32.3%	33.0%
Minnesota Department of Transportation	40.1%	54.3%	37.8%	41.8%
U.S. Department of Health and Human Services	11.0%	17.9%	10.6%	17.1%

Inventory

Inventory includes acquiring and constructing homes relating to the Agency's Home Building and Refurbishing programs, and weatherization work in progress. Inventories as of September 30, 2024 and 2023 are stated at the lower of cost or net realizable value. Net realizable value is the estimated selling price in the ordinary course of business, less reasonably predictable costs of completion, disposal, and transportation.

NOTE 1 - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Property and Equipment

The Agency capitalizes property and equipment with a value greater than $5,000 and an estimated useful life greater than one year. Property and equipment purchased are stated at cost. Contributed property and equipment are recorded at fair value at the date of donation. Depreciation of property and equipment is provided on a straight-line basis over the estimated useful lives of the assets. Property and equipment held under finance leases are stated at the present value of the future minimum lease payments at the inception of the lease, which approximates fair value.

The funding sources have a reversionary interest in the equipment purchased with grant funds. Dispositions and ownership of any proceeds are subject to funding source regulations.

Long-Lived Assets

The Agency records impairment losses on long-lived assets used in operations when events and circumstances indicate that the assets might be impaired and the undiscounted cash flows estimated to be generated by those assets are less than the carrying amounts of those assets. There were no impairment losses for the years ended September 30, 2024 and 2023.

Leases

The Agency recognizes a right-of-use (ROU) asset and lease liability for each operating and finance lease with a term greater than 12 months at the time of lease inception. The Agency does not record a ROU asset or lease liability for leases with an initial term of 12 months or less but continues to record rent expense on a straight-line basis over the lease term. Options to extend or terminate at the sole discretion of the Agency are included in the determination of lease term when they are reasonably certain to be exercised. The lease liability represents the present value of future lease payments over the lease term. The Agency has elected the practical expedients (1) to discount the lease liability using the risk-free rate for all classes of assets, (2) to use hindsight for assessing the lease term and impairment of the ROU asset, and (3) to not separate lease and non-lease components for all classes of assets.

Loans Receivable

The Agency operated two loan fund programs funded by Minnesota Housing Finance Agency (MHFA). The Agency received funds from MHFA to construct or renovate homes then sell those homes under contract for deed to eligible individuals. The programs are no longer being funded and the Agency is not constructing or renovating any new homes or issuing new loans except as described in Note 5. Any funds repaid will be used for affordable housing programs.

Loans receivable are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of such assets may not be recoverable. Determination of recoverability is based on an estimate of undiscounted future cash flows resulting from the use of the asset and its eventual disposition. Measurement of an impairment loss for loans receivable is the amounts management expects to collect from borrowers in future years. Because borrowers were complying with the terms of their promissory notes as of the year-end, the Agency has determined that no impairment existed as of September 30, 2024 and 2023.

NOTE 1 - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Net Assets

Net assets and revenues and support are classified based on the existence or absence of donor or grantor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions
Net assets available for use in general operations and not subject to donor or certain grantor restrictions.

Net Assets With Donor Restrictions
Net assets subject to donor or grantor imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. The Agency reports contributions restricted by donors as increases in net assets without donor restrictions if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in net assets with restrictions, depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.

Revenue Recognition

Grants and Contributions
Grant awards which are not conditional are recognized in the period in which they are approved by the governing bodies. Conditional grants are not recognized until the conditions on which they depend are met. The federal and state contracts and grants are conditioned upon certain performance requirements and the incurrence of allowable qualifying expenses. Consequently, as of September 30, 2024 and 2023 conditional contributions of approximately $6,614,300 and $6,992,500, respectively, for which no amounts have been received in advance, have not been recognized in the accompanying financial statements.

Contributions are recognized when cash, securities, or other assets, an unconditional promise to give, or notification of an irrevocable beneficial interest is received. Conditional promises to give - that is, those with a measurable performance or other barrier and a right of return are not recognized until the conditions on which they depend have been met. Amounts collected in advance of conditions being met are recorded as refundable advances.

Program Income
Transportation - The Agency provides transportation services through various programs. Transit Connection services provide bus service to the general public in Benton, Mille Lacs, Morrison, Sherburne, and Stearns counties along with the cities of Albany, Sauk Centre, Melrose, St Joseph, Cold Spring, Paynesville, Little Falls, Big Lake, Elk River, Milaca and Princeton under contracts or service agreements with these counties and cities.

NOTE 1 - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue Recognition (Continued)

Program Income (Continued)

Transportation (Continued)

Customers make a bus reservation with the Agency and the price is based on whether the reservation is made in advance or same day and if the trip is within communities or rural to communities. The Agency also has contracts with other organizations to provide transportation service on a route and at times specified by the organization. The price is determined in the contract and is billed by the hour. Dial-A-Ride service is curb-to-curb transit services within the service area. The customer makes a reservation with the Agency and the price is based on whether the reservation is made in advance or same day and if the trip is within communities or rural to communities. The Agency also has volunteer drivers that provide site-to-site transportation for customers to medical appointments and other destinations. The volunteer drivers are reimbursed at the standard Internal Revenue Service (IRS) rate. The Agency sells tokens for bus fare at various locations throughout the communities. Customers purchase the tokens to use on their next bus trip. The Agency recognizes revenue at a point in time when trips are completed.

East Central Electric Caring Program - Under an agreement with East Central Electric, income eligible households can have their utility bills paid by the Agency. The Agency pays the customer's energy bills to East Central Energy on behalf of customers and bills East Central Energy an administration fee. Revenue for the administration fee is recognized at the point in time when the energy bills are paid to East Central Energy and the administration fee is earned.

Weatherization - The Agency contracts with Sustainable Resource Center, Inc. and various organizations to provide weatherization services to income eligible households. The services provided consist of the following:

- Energy retrofit audits with blower door and pressure diagnostics
- Weather-stripping
- Caulking
- Attic, sidewall, foundation and water heater insulation
- Furnace cleaning and/or modification
- Consumer education

The income eligible household (customer) fills out an application and the Agency determines if the customer is eligible for weatherization services. If the customer is eligible, the Agency hires contractors to complete the work specified in a contract with the contractor. The performance obligation is the weatherization services. Revenue is recognized when the work is completed, inspected and approved, at which time the organization is billed for services.

Affordable Housing

The Agency participates in a program funded through MHFA to assist homeowners in the purchase of a home when there is an existing affordability gap. The gap financing is required to be paid back to the Agency, and this expected revenue is deferred until payment occurs.

NOTE 1 - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

In-Kind Contributions

In-kind contributions are valued at fair value on the date of donation. A similar amount is included as expenses in the statements of activities and statements of functional expenses or capitalized on the statements of financial position.

The Agency recognizes the fair value of contributed services received if such services (a) create or enhance nonfinancial assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation.

Functional Expense Allocation

The costs of providing the various programs and supporting services have been summarized on a functional basis in the statements of activities. The statements of functional expenses presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Personnel costs, professional fees and services, and direct client services are allocated based on time and effort reporting.

The Agency follows a cost allocation plan to allocate costs that are not directly attributable to specific programs. This cost allocation plan outlines the types of costs as well as the process for allocating the direct and allocated expenses. Significant cost allocation methods include:

- Space costs - charged according to actual space occupied.
- Postage costs (rental of mailing machine, etc.) - charged according to actual postage usage.
- Duplication costs (rental of copier, copier supplies, etc.) - charged based on the actual number of copies used.
- Direct payroll and supplies - charged according to program expenditures.
- Administrative support costs - allocated to programs based on the number of staff encounters, number of transactions for each program, the number of computers used in each program, and the number of staff members employed by each program.
- Monthly telephone charges not attributed to specific calls - charged according to the number of phones used by each program.
- Membership, dues, and subscriptions - charged to administration unless for a specific program.
- Fidelity bonds - based on the number of employees in each program.

Advertising and Promotion

The Agency's policy is to expense advertising costs as they are incurred. During 2024 and 2023, the Agency incurred advertising costs totaling $128,630 and $116,256, respectively.

NOTE 1 - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Recently Adopted Accounting Pronouncement

In October 2023, the Agency adopted Accounting Standards Update (ASU) No. 2016-13, *Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments,* as amended, which modifies the measurement of expected credit losses on certain financial instruments. The Agency adopted this new guidance utilizing the modified retrospective transition method. The adoption of the standard did not have a material impact on the Agency's financial statement and primarily resulted in enhanced disclosures.

Subsequent Events

The Agency has evaluated subsequent through February 20, 2025, the date which the financial statements were available to be issued.

NOTE 2 - LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions or designations limiting their use, within one year of the statement of financial position date, comprise the following as of September 30, 2024 and 2023:

	2024	2023
Cash and cash equivalents	$ 2,314,383	$ 2,506,908
Accounts receivable	188,147	189,478
Grants receivable	1,271,066	1,187,297
Total financial assets	3,773,596	3,883,683
Less donor imposed restrictions	-	16,000
Financial assets available within one year	$ 3,773,596	$ 3,867,683

The Agency monitors cash flow on a regular basis to ensure it has sufficient liquidity to meet its current obligations. The Agency may establish and renew a line of credit with a bank or other financial institution to provide additional liquidity if needed.

The Agency may elect to invest excess cash in secure and short-term, highly liquid investments such as money market funds or certificates of deposit. The Agency will review the unrestricted net assets and unrestricted cash balances of the Agency regularly with the established benchmarks in mind.

NOTE 3 - ACCOUNTS RECEIVABLE

Accounts receivable consist of the following as of September 30, 2024 and 2023, and October 1, 2022:

	9/30/2024	9/30/2023	10/1/2022
Transportation charges	$ 171,458	$ 178,532	$ 124,232
Miscellaneous	16,689	10,946	2,200
Total accounts receivable	$ 188,147	$ 189,478	$ 126,432

NOTE 4 - PROPERTY AND EQUIPMENT

Property and equipment consist of the following as of September 30, 2024 and 2023:

	2024	2023
Building	$ 2,361,837	$ 2,289,537
Leasehold improvements	642,854	642,854
Furniture and fixtures	3,715,601	3,037,648
Construction in progress	741,110	156,194
Right-of-use assets - finance leases	33,502	23,298
	7,494,904	6,149,531
Less accumulated depreciation	3,959,871	3,532,362
Property and equipment, net	$ 3,535,033	$ 2,617,169

NOTE 5 - LOANS RECEIVABLE/DEFERRED REVENUE - LOANS

Minnesota Urban and Rural Homesteading Program was a housing program through Minnesota Housing Finance Agency. The purpose of this grant was for the Agency to purchase, rehabilitate, and sell homes to low-income clients through no interest loans on a contract for deed basis. The amounts of the individual loans are the costs associated with the purchase, rehabilitation, and selling of the homes. The Agency is responsible for collecting and remitting tax and insurance payments on behalf of the homeowners as well as all other aspects of the loan process. Funds received from homeowners on existing contracts are recognized as revenue and used to pay the administration costs for the loans. These loans are collateralized by the homes. Due to the nature of this revolving loan fund, the amount of loans receivable plus Minnesota Urban and Rural Homesteading Program home inventory is offset by deferred revenue. The Agency is no longer purchasing new homes under this program and is only collecting on the contracts for deed still outstanding. If a homeowner defaults on their loan, the home is put back into Agency's inventory and resold under contract for deed to a new eligible homeowner.

NOTE 5 - LOANS RECEIVABLE/DEFERRED REVENUE - LOANS (CONTINUED)

The Community Revitalization Fund Program was a program that assisted homeowners with the purchase of a home when there was an existing affordability gap. The program was funded by MHFA and was used to pay down the principal balance of the loan at closing. This assisted the homeowner with a lower monthly mortgage payment and was a no interest loan that was attached to the mortgage. The gap financing is required to be paid back to the Agency upon the sale of the home, upon refinancing of the home, or at the maturity date of the loan, whichever comes first. When the revolving funds are paid back to the Agency, they are used in the pursuit of affordable housing based on the direction of the Agency's Board of Directors. The Agency no longer funds this program.

Loans receivable and deferred revenue - loans consist of the following as of September 30, 2024 and 2023:

	2024	2023
Minnesota Urban and Rural Homesteading Program	$ 543,547	$ 576,231
Community Revitalization Program	41,000	41,000
Total loans receivable	$ 584,547	$ 617,231
Minnesota Urban and Rural Homesteading Program	$ 540,824	$ 569,466
Community Revitalization Program	41,000	41,000
Total deferred revenue - loans	$ 581,824	$ 610,466

NOTE 6 - LINE OF CREDIT

The Agency has a line of credit with Bremer Bank, N.A. The line of credit is available for short-term cash flow needs up to $300,000 through October 2026. The line of credit has an interest rate of prime with a minimum rate of 4.5%. The rate as of September 30, 2024, was 8.0%. The line of credit is secured by the Agency's receivables, inventory, and equipment. As of September 30, 2024 and 2023, the Agency did not have any amounts outstanding on the line of credit.

NOTE 7 - RETIREMENT PLAN

The Agency sponsors a 403(b)-retirement plan that covers substantially all full-time employees. For the years ended September 30, 2024 and 2023, the Agency contributed $50 per paycheck after 6 months of employment for employees who contributed at least 3% of their salaries to the plan. Employer contributions to the plan amounted to $86,950 and $82,400 for the years ended September 30, 2024 and 2023.

NOTE 8 - LEASES

The Agency has operating and finance lease agreements for offices and various equipment with remaining lease terms of one to four years. Payments under these lease arrangements are fixed.

Future minimum lease payments under non-cancellable leases are as follows as of September 30, 2024:

	Finance	Operating
2025	$ 7,293	$ 10,431
2026	6,291	-
2027	3,285	-
2028	1,332	-
Total lease payments	18,201	10,431
Less amounts representing interest	1,038	-
Present value of lease liabilities	$ 17,163	$ 10,431

Lease costs for the years ended September 30, 2024 and 2023 were as follows:

	2024	2023
Finance lease cost, amortization	$ 6,634	$ 5,433
Finance lease cost, interest	828	794
Operating lease costs	38,848	38,848
Variable and short-term lease costs	2,252	7,131
Total lease costs	$ 48,562	$ 52,206

As of September 30, 2024 and 2023, finance leases and operating leases had weighted-average remaining lease terms and the weighted-average discount rates as follows:

	2024	2023
Weighted-average remaining lease terms - finance leases	33 months	45 months
Weighted-average remaining lease terms - operating leases	3 months	15 months
Weighted-average discount rates - finance leases	4.13%	4.06%
Weighted-average discount rates - operating leases	4.83%	4.83%

NOTE 9 - CONTINGENCIES

Grants

Federal and state program activities are subject to financial and compliance regulation. To the extent that any expenditures are disallowed, a liability to the respective federal or state agency could result.

NOTE 9 - CONTINGENCIES (CONTINUED)

Claims

The Agency is subject to claims arising in the normal course of business. While it is not feasible to determine the outcomes of any of these claims, it is the opinion of management that their outcomes will not have a material effect on the financial position or activities of the Agency.

Unemployment Insurance

The Agency has elected out of Minnesota State Unemployment Insurance and participates in a grantor trust to cover unemployment insurance claims. If claims exceed payments into the trust the Agency could become liable for those claims. The Agency is liable for eligible unemployment insurance claims and estimates there was no liability as of September 30, 2024 and 2023.

NOTE 10 - PROGRAM OPERATIONS

The Agency has grants with the State of Minnesota Department of Commerce for outreach, intake, eligibility, and certification of LIHEAP and LIHWAP-eligible participants. Client benefits for LIHEAP and LIHWAP-eligible participants are subsequently paid directly by the State of Minnesota. Client benefits for LIHEAP in the amount of $4,731,009 and $5,795,119, respectively, and client benefits for LIHWAP in the amount of $0 and $269,469, respectively, paid by the State are not included in the statements of activities for the years ended September 30, 2024 and 2023 as they were not part of the grant award.

NOTE 12 - COMMITMENTS

In December 2020, the Agency entered into a grant agreement with the State of Minnesota to construct a Transit Facility in Waite Park, Minnesota. The State of Minnesota has agreed to fund 80% of the $2,500,000 total grant, with the remaining to be provided by the Agency through local funding. In relation to the construction project, the Agency also entered into an agreement with an architect in February 2023 for approximately $253,000 and an agreement with a contractor in December 2023 for approximately $1,790,000. As of September 30, 2024, the Agency still had $18,333 remaining to pay to the architect and $1,292,941 to pay the contractor.

SUPPLEMENTARY INFORMATION

Tri-County Action Program, Inc.
Schedules of Financial Position - Federal Energy Assistance Program
As of September 30, 2024 and 2023

	2024	2023
Current Assets		
Grants receivable	$ 42,886	$ 129,907
Prepaid expenses	315	-
Total current assets	$ 43,201	$ 129,907
Liabilities and Net Assets		
Current liabilities		
Accounts payable	$ 6,373	$ 10,005
Accrued payroll and related expenses	8,341	9,037
Due to other funds	28,487	110,865
Total current liabilities	43,201	129,907
Net assets without donor restrictions	-	-
Total liabilities and net assets	$ 43,201	$ 129,907

Tri-County Action Program, Inc.
Schedules of Activities - Federal Energy Assistance Program
Years Ended September 30, 2024 and 2023

	2024	2023
Revenues and Support		
Federal grant revenue	$ 769,132	$ 921,346
Other income	25,098	-
Total revenues and support	794,230	921,346
Expenses		
Wages and fringe benefits	462,777	564,336
Other program expenses	62,540	98,351
Supplies	8,481	8,660
Occupancy	17,172	18,708
Non-capital equipmemt	-	17,130
Professional services	8,509	8,143
Training	5,443	7,887
Administrative costs	229,308	198,131
Total expenses	794,230	921,346
Change in net assets	-	-
Net Assets		
Beginning of year	-	-
End of year	$ -	$ -

Tri-County Action Program, Inc.
Schedules of Financial Position - Federal Weatherization Program
As of September 30, 2024 and 2023

	2024	2023
Current Assets		
Grants receivable	$ 265,998	$ 248,241
Liabilities and Net Assets		
Current liabilities		
Accounts payable	$ 109,075	$ 55,510
Accrued payroll and related expenses	14,407	9,634
Due to other funds	142,516	183,097
Total current liabilities	265,998	248,241
Net assets without donor restrictions	-	-
Total liabilities and net assets	$ 265,998	$ 248,241

Tri-County Action Program, Inc.
Schedules of Activities - Federal Weatherization Program
Years Ended September 30, 2024 and 2023

	2024	2023
Revenues and Support		
Federal grant revenue	$ 1,958,865	$ 2,256,063
Other income	7,127	-
Total revenues and support	1,965,992	2,256,063
Expenses		
Wages and fringe benefits	525,429	546,532
Other program expenses	35,239	40,142
Supplies	8,317	7,447
Occupancy	14,560	14,577
Non-capital equipmemt	537	2,819
Professional services	4,115	4,088
Direct client services	1,233,372	1,509,224
Training	28,671	18,361
Administrative costs	115,752	112,873
Total expenses	1,965,992	2,256,063
Change in net assets	-	-
Net Assets		
End of year	$ -	$ -

Tri-County Action Program, Inc.
Schedules of Financial Position - Transportation Program
As of September 30, 2024 and 2023

	2024	2023
Current Assets		
Cash and cash equivalents	$ -	$ 313,647
Accounts receivable	31,154	33,533
Grants receivable	252,724	438,016
Prepaid expenses	10,683	9,655
Total current assets	$ 294,561	$ 794,851
Liabilities and Net Assets		
Current liabilities		
Accounts payable	$ 45,544	$ 24,461
Accrued payroll and related expenses	69,425	57,342
Deferred revenue - grants	59,502	175,265
Due to other funds	67,743	-
Total current liabilities	242,214	257,068
Net assets without donor restrictions	52,347	537,783
Total liabilities and net assets	$ 294,561	$ 794,851

Tri-County Action Program, Inc.
Schedules Activities - Transportation Program
Years Ended September 30, 2024 and 2023

	2024	2023
Revenues and Support		
Federal grant revenue	$ 1,036,131	$ 1,495,642
State of Minnesota grant revenue	2,885,645	2,092,129
County grant revenue	37,500	40,000
Program income	443,818	391,394
Total revenues and support	4,403,094	4,019,165
Expenses		
Wages and fringe benefits	2,953,899	2,741,991
Other program expenses	679,730	653,030
Supplies	24,612	18,069
Occupancy	78,310	74,531
Non-capital equipmemt	58,497	7,019
Professional services	22,912	33,855
Training	30,343	25,246
Technology support and maintenance	82,814	42,310
Administrative costs	457,911	421,799
Total expenses	4,389,028	4,017,850
Other changes in net assets		
Transfer to other transportation funds	(499,502)	-
Change in net assets	(485,436)	1,315
Net Assets		
Beginning of year	537,783	536,468
End of year	$ 52,347	$ 537,783

Tri-County Action Program, Inc.
Schedule of Expenditures of Federal Awards
Year Ended September 30, 2024

Federal Grantor/Pass-Through Grantor/ Program or Cluster Title/Project Name	Federal Assistance Listing Number	Pass-Through Identifying Number	Program Period	Federal Expenditures
U.S. Department of Agriculture				
Passed through the Minnesota Department of Human Services				
SNAP Cluster				
State Administrative Matching Grants for				
the Supplemental Nutrition Assistance Program	10.561			
Food Support		219970	10/1/2023 - 9/30/2024	$ 165,469
SNAP E & T		219434	10/1/2023 - 9/30/2024	36,482
Total SNAP Cluster, AL #10.561, and U.S. Department of Agriculture				201,951
U.S. Department of Housing and Urban Development				
Direct				
Continuum of Care Program	14.267			
HUD COC			8/1/2023 - 7/31/2024	58,048
HUD COC			8/1/2024 - 7/31/2025	13,239
Rapid Rehousing	14.267			
Rapid Rehousing 22-23			12/1/2022 - 11/30/2023	15,684
Total AL #14.267 and U.S. Department of Housing and Urban Development				86,971
U.S. Department of Transportation				
Passed through the Minnesota Department of Transportation				
Federal Transit Cluster				
Federal Transit Capital Investment Grants	20.500			
2020 Capital Vehicle Grant		1036121	1/1/2020 - 12/31/2025	310,224
Total AL #20.500				310,224
Passed through the Minnesota Department of Transportation				
Federal Transit Cluster				
Bused and Bus Facilities Formula, Competitive, and Low or No Emissions Programs	20.526			
2021 Capital Vehicle Grant		1047607	1/1/2024 - 12/31/2024	81,130
Total AL #20.526				81,130
Total Federal Transit Cluster				391,354
Passed through the Minnesota Department of Transportation				
Formula Grants for Rural Areas and Tribal Transit Program	20.509			
Transportation Public Bus Program		1051359	1/1/2023 - 12/31/2023	312,996
Transportation Public Bus Program		1054537	1/1/2024 - 12/31/2024	723,135
Total AL #20.509				1,036,131
Total U.S. Department of Transportation				1,427,485
U.S. Department of The Treasury				
Direct				
Volunteer Income Tax Assistance (VITA)				
Matching Grant Program	21.009			
Tax Program Internal Revenue			10/1/2023 - 9/30/2024	20,000
Total AL #21.009 and U.S. Department of Treasury				20,000
Federal Communications Commission				
Direct				
Affordable Connectivity Outreach Grant Program	32.011		6/15/2023 - 6/14/2025	18,515
Total AL #32.011 and Federal Communications Commission				18,515
U.S. Department of Energy				
Passed through the Minnesota Department of Commerce				
Weatherization Assistance for Low-Income Persons	81.042			
Weatherization Program		229147	5/1/2023 - 6/30/2024	309,221
Weatherization Program		251154	7/1/2024 - 6/30/2025	226,306
Weatherization Program		229147	7/1/2023 - 6/30/2024	593,210
Weatherization Program		251154	7/1/2024 - 6/30/2025	58,175
Total AL #81.042 and U.S. Department of Energy				1,186,912

See notes to schedule of expenditures of federal awards.

Tri-County Action Program, Inc.
Schedule of Expenditures of Federal Awards
Year Ended September 30, 2024

Federal Grantor/Pass-Through Grantor/ Program or Cluster Title/Project Name	Federal Assistance Listing Number	Identifying Number	Program Period	Federal Expenditures
U.S. Department of Health and Human Services				
Passed through the Minnesota Department of Commerce				
Low-Income Home Energy Assistance	93.568			
EAP/WX		229147	7/1/2023 - 9/30/2024	$ 684,728
EAP/WX		251154	7/1/2024 - 9/30/2025	87,226
Energy Assistance		229147	10/1/2023 - 9/30/2024	769,132
Energy Assistance - Direct Payments		N/A	10/1/2023 - 9/30/2024	4,731,009
Total AL #93.568				6,272,095
Passed through the Minnesota Department of Health and Human Services				
Community Services Block Grant	93.569			
Community Services Block Grant - Discretionary		201054	8/1/2021-9/30/2024	63,033
Community Services Block Grant		198159	7/1/2021-12/31/2023	369,695
Community Services Block Grant		229573	7/1/2023-12/31/2025	225,174
Total AL #93.569				657,902
Passed through the Minnesota Department of Health and Human Services				
CCDF Cluster				
Child Care and Development Block Grant	93.575			
Child Care Assistance		203079	7/1/2023 - 6/30/2024	40,572
Child Care Assistance		251679	7/1/2024 - 6/30/2027	13,694
Total CCDF Cluster and AL #93.575				54,266
Total U.S. Department of Health and Human Services				6,984,263
Total Expenditures of Federal Awards				$ 9,926,097

See notes to schedule of expenditures of federal awards.

Tri-County Action Program, Inc
Notes to Schedule of Expenditures of Federal Awards

NOTE 1 - BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal award activity of Tri-County Action Program, Inc. under programs of the federal government for the year ended September 30, 2024. 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 Action Program, Inc., it is not intended to and does not present the financial position, changes in net assets, or cash flows of Tri-County Action Program, Inc..

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting, which conforms to accounting principles generally accepted in the United States of America. 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 Action Program, Inc. has elected not to use the 10-percent de minimis indirect cost rate as allowed under the Uniform Guidance.

NOTE 4 - ENERGY ASSISTANCE PAYMENTS

The Agency assists the State of Minnesota with eligibility determinations for the LIHEAP program. Client benefits for LIHEAP eligible participants are subsequently paid directly by the State of Minnesota. For the year ended September 30, 2024, client benefits in the amount of $4,731,009 were paid by the state. This amount is considered federal awards to the entity and are included in the schedule of expenditures of federal awards but are not included in the statement of activities.

NOTE 5 - PASS-THROUGH ENTITY IDENTIFICATION NUMBERS

Several of the programs, grants and/or awards included in the Schedule are missing the pass-through entity identification numbers. The missing numbers are due to the pass-through entities not providing the pass-through entity identification numbers.

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Independent Auditor's 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*

Board of Directors
Tri-County Action Program, Inc.
Waite Park, Minnesota

We have audited 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, the financial statements of Tri-County Action Program, Inc., which comprise the statement of financial position as of September 30, 2024 and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements and have issued our report thereon dated February 20, 2025.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Tri-County Action Program, Inc.'s internal control over financial reporting (internal control) as a basis for designing 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 Action Program, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Tri-County 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 may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether Tri-County 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 entity'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 entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

BerganKDV, Ltd.

St. Cloud, Minnesota
February 20, 2025

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**Independent Auditor's Report on Compliance for Each Major Federal Program
and on Internal Control over Compliance Required
by the Uniform Guidance**

Board of Directors
Tri-County Action Program, Inc.
Waite Park, Minnesota

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Tri-County 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 Action Program, Inc.'s major federal programs for the year ended September 30, 2024. Tri-County Action Program, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Tri-County Action Program, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended September 30, 2024.

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 (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*); 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 Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Tri-County 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 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 Action Program, Inc.'s federal programs.

Auditor's 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 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 GAAS, *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 Action Program, Inc.'s compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *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 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 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 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 Auditor's 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.

BerganKDV, Ltd.

St. Cloud, Minnesota
February 20, 2025

Tri-County Action Program, Inc
Schedule of Findings and Questioned Costs
Year Ended September 30, 2024

SECTION I - SUMMARY OF AUDITOR'S RESULTS

Financial Statements

Type of auditor's report issued:	Unmodified
Internal control over financial reporting:	
• Material weakness(es) identified?	None
• Significant deficiency(ies) identified?	None reported
Noncompliance material to financial statements noted?	No

Federal Awards

Internal control over major federal programs:	
• Material weakness(es) identified?	None
• Significant deficiency(ies) identified?	None reported
Type of auditor's report issued on compliance for major federal programs:	Unmodified
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	No

Identification of Major Federal Programs

Assistance Listing No.	81.042
Name of Federal Program or Cluster	Weatherization Assistance for Low-Income Persons
Assistance Listing No.	93.568
Name of Federal Program or Cluster	Low-Income Home Energy Assistance
Dollar threshold used to distinguish between type A and type B programs?	$750,000
Auditee qualified as low-risk auditee?	Yes

SECTION II - FINANCIAL STATEMENT FINDINGS

None noted.

SECTION III - FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

None noted.