Jarred
Gilmore
Phillips

To Those Charged with Governance,

The bound audits in this bundle include the letter required under AU-C 260, *Auditor's Communication with Those Charged with Governance.* This applies to all nonpublic entities regardless of the entity's governance structure or size and requires communication of audit matters that are, in our professional judgment, significant and relevant to those charged with governance in overseeing the financial reporting process. These letters include information that is intended solely for the distribution to and use of the Board of Directors/Trustees and Management and is not intended to be, and should not be, used by anyone other than these specified parties.

Sincerely,

Jarred, Gilmore & Phillips, PA

JARRED, GILMORE & PHILLIPS, PA
Certified Public Accountants

Jarred, Gilmore & Phillips, PA
CERTIFIED PUBLIC ACCOUNTANTS

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NORTHEAST MISSOURI
COMMUNITY ACTION AGENCY
Kirksville, Missouri

Independent Auditor's Report and
Consolidated Financial Statements with
Supplementary Information
For the Years Ended
September 30, 2025 and 2024

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri

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JARRED, GILMORE & PHILLIPS, PA
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

Board of Directors
Northeast Missouri
Community Action Agency
Kirksville, Missouri

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Northeast Missouri Community Action Agency (a nonprofit organization), which comprise the consolidated statements of financial position as of September 30, 2025 and 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Northeast Missouri Community Action Agency as of September 30, 2025 and 2024, 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 (*Government Auditing Standards*). 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 the Organization 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 consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 consolidated 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 consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Northeast Missouri Community Action Agency's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Northeast Missouri Community Action Agency's ability to continue as a going concern for a reasonable period of time.

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

Supplementary Information
Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and combining schedule of activities (presented on Pages 25-30) are presented for purposes of additional analysis and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with GAAS. In our opinion, the schedule of expenditures of federal awards and combining schedule of activities are fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary schedules (presented on pages 31-34) are presented for purposes of additional analysis as required by grantors and are not a required part of the consolidated financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the consolidated financial statements, and, accordingly, we express no opinion on it.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated May 21, 2026, on our consideration of Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency's internal control over financial reporting and compliance.

Jarred, Gilmore & Phillips, PA

JARRED, GILMORE & PHILLIPS, PA
Certified Public Accountants

Chanute, Kansas
May 21, 2026

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri
Consolidated Statements of Financial Position
September 30, 2025 and 2024

	2025	2024
ASSETS		
Current Assets:		
Cash		
Cash in Bank - Unrestricted	$ 479,755.36	$ 232,271.36
Cash in Bank - Restricted	124,268.91	162,487.49
Total Cash	604,024.27	394,758.85
Receivables, Net	380,399.57	646,973.41
Inventory	27,300.39	94,136.12
Prepaid Expenses	7,390.08	7,420.00
Total Current Assets	1,019,114.31	1,143,288.38
Capital Assets, Net	3,704,330.00	3,976,524.93
Right to Use Assets, Net	31,639.51	41,858.43
TOTAL ASSETS	$ 4,755,083.82	$ 5,161,671.74
LIABILITIES AND NET ASSETS		
Liabilities		
Current Liabilities:		
Accounts Payable	$ 37,870.56	$ 87,961.09
Accrued Payroll	-	84,008.82
Accrued Payroll Withholdings	99,312.63	81,610.83
Accrued Annual Leave	66,816.76	76,359.61
Refundable Grant Advances	912,280.94	662,812.96
Tenant Security Deposits	5,501.00	6,708.00
Current Maturities of Notes Payable	21,259.72	27,645.57
Current Maturities of Lease Liability	8,579.93	9,586.67
Total Current Liabilities	1,151,621.54	1,036,693.55
Long-Term Liabilities		
Notes Payable	470,422.46	516,327.65
Lease Liability	32,644.02	42,230.69
Less: Current Maturities of Long-Term Liabilities	(29,839.65)	(37,232.24)
Total Long-Term Liabilities	473,226.83	521,326.10
TOTAL LIABILITIES	1,624,848.37	1,558,019.65
Net Assets:		
Net Assets without Donor Restrictions	3,024,936.59	3,435,016.15
Net Assets with Donor Restrictions	105,298.86	168,635.94
TOTAL NET ASSETS	3,130,235.45	3,603,652.09
TOTAL LIABILITIES AND NET ASSETS	$ 4,755,083.82	$ 5,161,671.74

The accompanying notes are an integral
part of the financial statements.

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri
Consolidated Statements of Activities
For the Years Ended September 30, 2025 and 2024

CHANGES IN NET ASSETS	2025	2024
Net Assets without Donor Restrictions		
Revenues and Gains		
Contributions	$ 4,661,966.49	$ 5,254,780.87
Non-Cash Contributions	137,042.48	129,478.25
Interest	3,261.48	9,919.18
Program Income	201,584.97	174,955.31
Rental Income	95,085.00	94,758.00
Other Income	137,564.19	85,282.25
Total Revenues and Gains	5,236,504.61	5,749,173.86
Expenses		
Program Services		
Early Childhood	3,528,672.09	3,872,967.32
Emergency Services	568,024.37	623,817.53
Weatherization Services	354,826.15	377,129.61
Housing	291,109.74	277,110.21
Community Services	387,134.27	331,316.83
Supporting Activities		
Management and General	666,191.57	640,967.99
Fundraising	12,123.47	10,597.59
Total Expenses	5,808,081.66	6,133,907.08
Net Assets Released From Restrictions		
Through Satisfaction of Program Restrictions	161,497.49	902,611.06
Increase (Decrease) in Net Assets without Donor Restrictions	(410,079.56)	517,877.84
Net Assets with Donor Restrictions		
Contributions	98,160.41	492,467.19
Net Assets Released From Restrictions		
Through Satisfaction of Program Restrictions	(161,497.49)	(902,611.06)
Increase (Decrease) in Net Assets with Donor Restrictions	(63,337.08)	(410,143.87)
Net Increase(Decrease) In Net Assets	(473,416.64)	107,733.97
NET ASSETS, Beginning of the Year	3,603,652.09	3,495,918.12
NET ASSETS, End of the Year	$ 3,130,235.45	$ 3,603,652.09

The accompanying notes are an integral
part of the financial statements.

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY

Kirksville, Missouri

Consolidated Statement of Functional Expenses

For the Year Ended September 30, 2025

	Program Services					
	Early Childhood	Emergency Services	Weatherization Services	Housing	Community Services	Total Program Services
Expenses						
Salary & Fringe	$ 2,511,037.90	$ 67,842.39	$ 153,671.31	$ 111,706.85	$ 240,933.62	$ 3,085,192.07
Building Maintenance	31,214.02	533.21	1,163.09	48,916.69	1,338.42	83,165.43
Communication	30,632.37	807.77	1,963.22	1,257.63	3,026.57	37,687.56
Contract & Consulting	15,872.72	1,732.85	33,122.81	1,560.19	4,406.45	56,695.02
Depreciation	106,644.82	-	12,470.90	91,465.70	13,192.40	223,773.82
Insurance	46,478.27	1,295.14	12,636.74	21,466.78	5,412.40	87,289.33
Supplies	113,763.24	4,693.79	1,177.10	1,772.41	18,905.91	140,312.45
Program Expenses	504,301.90	484,728.39	112,022.24	2,524.26	60,849.33	1,164,426.12
Rent/Space	1,387.97	323.30	862.10	323.30	862.10	3,758.77
Training	41,562.42	2,565.05	4,768.68	260.78	23,209.57	72,366.50
Travel	40,866.94	2,410.23	4,330.91	7,123.69	10,316.87	65,048.64
Utilities	55,410.41	640.07	1,609.73	2,252.18	1,869.66	61,782.05
Vehicle Maintenance and Repairs	2,756.92	-	710.81	40.80	445.03	3,953.56
Other	26,742.19	452.18	14,316.51	438.48	2,365.94	44,315.30
Total Expenses	$ 3,528,672.09	$ 568,024.37	$ 354,826.15	$ 291,109.74	$ 387,134.27	$ 5,129,766.62

	Supporting Activities		
	Management and General	Fundraising	Total Organization Services
Expenses			
Salary & Fringe	$ 409,536.21	$ 7,855.20	$ 3,502,583.48
Building Maintenance	2,517.18	48.28	85,730.89
Communication	3,913.70	75.07	41,676.33
Contract & Consulting	27,732.11	531.92	84,959.05
Depreciation	47,509.84	911.27	272,194.93
Insurance	18,769.06	360.00	106,418.39
Supplies	14,935.82	286.48	155,534.75
Program Expenses	33,746.55	-	1,198,172.67
Rent/Space	2,441.81	46.84	6,247.42
Training	63,360.69	1,215.30	136,942.49
Travel	20,434.92	391.96	85,875.52
Utilities	3,034.33	58.20	64,874.58
Vehicle Maintenance and Repairs	2,837.49	49.07	6,840.12
Other	15,421.86	293.88	60,031.04
Total Expenses	$ 666,191.57	$ 12,123.47	$ 5,808,081.66

The accompanying notes are an integral part of the financial statements.

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri
Consolidated Statement of Functional Expenses
For the Year Ended September 30, 2024

	Program Services					
	Early Childhood	Emergency Services	Weatherization Services	Housing	Community Services	Total Program Services
Expenses						
Salary & Fringe	$ 2,718,358.15	$ 81,004.39	$ 179,198.81	$ 91,466.86	$ 197,480.10	$ 3,267,508.31
Building Maintenance	53,288.01	634.98	1,693.27	48,259.53	1,693.27	105,569.06
Communication	27,067.29	363.52	1,018.72	898.48	1,884.14	31,232.15
Contract & Consulting	20,501.43	1,848.00	21,944.98	1,848.00	4,928.00	51,070.41
Depreciation	69,637.16	-	23,903.40	91,465.73	13,192.40	198,198.69
Insurance	38,437.17	1,288.78	13,849.54	21,632.77	8,372.64	83,580.90
Supplies	206,094.24	2,750.71	2,279.21	7,804.90	6,772.30	225,701.36
Program Expenses	543,199.21	534,346.54	101,471.46	6,634.96	41,626.99	1,227,279.16
Rent/Space	2,703.84	-	(10.80)	-	235.50	2,928.54
Training	73,364.26	699.13	21,449.13	1,402.14	33,192.74	130,107.40
Travel	44,225.96	-	6,960.12	2,223.30	16,051.13	69,460.51
Utilities	49,718.46	632.60	2,001.41	2,516.31	1,930.25	56,799.03
Vehicle Maintenance and Repairs	3,171.92	-	772.33	827.95	210.40	4,982.60
Other	23,200.22	248.88	598.03	129.28	3,746.97	27,923.38
Total Expenses	$ 3,872,967.32	$ 623,817.53	$ 377,129.61	$ 277,110.21	$ 331,316.83	$ 5,482,341.50

	Supporting Activities		
	Management and General	Fundraising	Total Organization Services
Expenses			
Salary & Fringe	$ 401,431.38	$ 6,927.40	$ 3,675,867.09
Building Maintenance	6,921.29	119.44	112,609.79
Communication	2,171.23	37.47	33,440.85
Contract & Consulting	40,723.97	702.76	92,497.14
Depreciation	34,063.53	553.88	232,816.10
Insurance	9,876.06	170.43	93,627.39
Supplies	26,137.05	451.04	252,289.45
Program Expenses	30,850.51	-	1,258,129.67
Rent/Space	739.48	12.76	3,680.78
Training	31,789.35	548.58	162,445.33
Travel	23,622.75	407.65	93,490.91
Utilities	2,902.12	50.08	59,751.23
Vehicle Maintenance and Repairs	2,550.31	48.60	7,581.51
Other	21,865.72	441.69	50,230.79
Total Expenses	$ 640,967.99	$ 10,597.59	$ 6,133,907.08

The accompanying notes are an integral part of the financial statements.

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri
Consolidated Statements of Cash Flows
For the Years Ended September 30, 2025 and 2024

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	$ (473,416.64)	$ 107,733.97
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities		
Depreciation Expense	272,194.93	232,816.10
Lease Amortization Expense	8,829.60	3,679.00
(Increase) Decrease in Receivables	266,573.84	(58,136.22)
(Increase) Decrease in Inventory	66,835.73	(58,496.06)
(Increase) Decrease in Prepaid Expenses	29.92	(3,891.07)
Increase (Decrease) in Accounts Payable	(50,090.53)	(254,517.15)
Increase (Decrease) in Accrued Payroll	(84,008.82)	1,742.28
Increase (Decrease) in Accrued Payroll Withholdings	17,701.80	(1,380.56)
Increase (Decrease) in Accrued Annual Leave	(9,542.85)	12,541.30
Increase (Decrease) in Refundable Grant Advances	249,467.98	(208,117.41)
Increase (Decrease) in Tenant Security Deposits	(1,207.00)	698.00
Net cash provided by (used in) operating activities	263,367.96	(225,327.82)
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for Capital Assets	-	(787,281.32)
Net cash provided by (used in) investing activities	-	(787,281.32)
CASH FLOWS FROM FINANCING ACTIVITIES		
Principal Payments on Notes Payable	(45,905.19)	(206,006.27)
Proceeds from the Issuance of Notes Payable	-	335,083.49
Principal Payments on Lease Liability	(8,197.35)	(3,306.74)
Net cash provided by (used in) financing activities	(54,102.54)	125,770.48
Net Increase (Decrease) in Cash and Cash Equivalents	209,265.42	(886,838.66)
Cash, Beginning of the Year	394,758.85	1,281,597.51
Cash, End of the Year	$ 604,024.27	$ 394,758.85
Supplementary Information		
Cash Paid During the Period for:		
Interest Expense - Notes Payable	$ 33,407.53	$ 29,698.69
Interest Expense - Finance Lease	1,696.17	815.56
Right-of-Use Assets Obtained in Exchange for New Finance Lease Liabilities	-	44,148.11

The accompanying notes are an integral part of the financial statements.

1. NATURE OF ACTIVITIES

Northeast Missouri Community Action Agency (the "Organization") is a Missouri nonprofit corporation established in 1965 to serve economically and socially disadvantaged individuals and families in the five-county area of Adair, Clark, Knox, Schuyler, and Scotland Counties. The Organization provides community-action and related services designed to alleviate poverty and promote self-sufficiency.

The accompanying consolidated financial statements include the accounts of Northeast Missouri Community Action Agency and Northeast Missouri Community Development Corporation ("NMCDC"). NMCDC is an affiliated entity that is legally separate from the Organization. NMCDC is included in the consolidated financial statements because the Organization has a controlling financial interest in, and/or sufficient governance rights over, NMCDC, requiring consolidation under U.S. generally accepted accounting principles applicable to not-for-profit entities.

All material intercompany balances and transactions have been eliminated in consolidation.

NMCDC is a separate legal entity and may enter into contracts and otherwise conduct activities in its own name, including buying, selling, or leasing real property. Separate financial statements for NMCDC are not prepared.

The Organization evaluates its relationships with affiliated entities in accordance with the consolidation guidance for not-for-profit entities in ASC 958-810, with reference, as applicable, to the general consolidation guidance in ASC 810. If material related-party transactions exist outside the consolidation process, those transactions are disclosed in accordance with ASC 850, Related Party Disclosures.

The Organization provides services to stimulate a better focusing of all available local, state, federal and private resources upon the goal of enabling low income families and individuals to attain the skills, knowledge, motivations and to secure the opportunities needed for them to become more fully self-sufficient. The Organization administers the following major sources of revenue to meet the needs of the area it serves: Head Start Programs, Low-Income Home Energy Assistance Programs, Energy Crisis Intervention Programs, Community Services Block Grant Programs, and others. The following is a description of the program services:

Early Childhood Development – Services are provided to children from birth to age 5 and pregnant families which are low income. The program strives to strengthen families and their children through comprehensive child development plans.

Emergency Services – Provides basic needs such as food, shelter, housing, rent, and utility payment assistance for households that are homeless or at imminent risk of homelessness.

Community Services – Low income clients are provided assistance with homeless prevention, education, employment, family development, food pantry and mobile food distributions.

1. NATURE OF ACTIVITIES (Continued)

Weatherization Services – Services are provided to reduce energy bills and make homes more energy efficient to reduce energy burden on low income households.

Housing Services – Provides home ownership, down payment assistance, and transitional housing for those who are income eligible, including housing rehabilitation and rental assistance.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The accompanying consolidated financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (US GAAP). Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, The Organization's net assets and changes thereto are classified and reported as follows:

> Net assets without donor restrictions – consists of amounts that are available for use in carrying out the activities of The Organization and are not subject to donor-imposed restrictions.
>
> Net assets with donor restrictions – Net assets subject to donor or certain 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. We report 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 donor 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.

Liquidity
Assets are presented in the accompanying consolidated statement of financial position according to their nearness of conversion to cash and liabilities according to the nearness of their maturity and resulting use of cash.

Accounting Estimates
The preparation of consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimates.

2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (Continued)

Cash and Cash Equivalents
The Organization considers all highly liquid investments with an original maturity of three months or less to be cash equivalents. The carrying values of these instruments approximate their fair values due to the short maturities involved.

Allowance for Doubtful Accounts
Grants and accounts receivable are reported at net realizable value. An allowance for doubtful accounts is established when management determines collection is uncertain.

Inventory
Inventory is stated at the lower of cost or net realizable value, determined using the first-in, first-out (FIFO) method.

Capital Assets
It is the Organization's policy to capitalize capital assets with a useful life of more than one year and a value over $5,000.00. Capital assets are stated at cost, if purchased, and at fair value at the date of donation, if donated. Such items acquired under grants from Federal and state sources are considered to be owned by the Organization while used in the programs for which they are purchased or in programs authorized in the future. However, the funding source has a reversionary interest in the property. Property and equipment purchased or donated to the corporate account are depreciated based on estimated useful lives using the straight-line method as follows:

Equipment	3-7 Years
Vehicles	5 Years
Buildings and Improvements	15-40 Years

Leases
The Organization accounts for leases in accordance with FASB ASC 842, Leases. Right-of-use ("ROU") assets and related lease liabilities are recognized for all leases with terms greater than 12 months. Leases are classified as either finance or operating, with classification affecting the timing of expense recognition. Short-term leases with terms of 12 months or less are excluded from recognition on the statement of financial position.

Lease assets represent the Organization's right to use an underlying asset for the lease term, and lease liabilities represent the obligation to make lease payments. ROU assets and liabilities are measured at the present value of lease payments over the lease term, using the implicit rate when readily determinable or otherwise a risk-free rate. Lease expense for operating leases is recognized on a straight-line basis over the lease term.

The Organization has elected certain practical expedients under ASC 842, including the short-term lease exemption and the election not to separate lease and nonlease components.

2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (Continued)

Revenue Recognition

The Organization recognizes revenue in accordance with ASC 958-605, *Not-for-Profit Entities – Revenue Recognition*, and ASC 606, *Revenue from Contracts with Customers*, depending on the nature of the underlying transaction.

Contributions and Grants (ASC 958-605):

The Organization receives grants and contributions from federal, state, and local governments; foundations; and private donors. These agreements are evaluated to determine whether they represent conditional or unconditional contributions. Governmental and private grants that contain both (1) a barrier that must be overcome (such as allowable-cost requirements) and (2) a right of return or release of assets are considered conditional contributions. Revenue from these awards is recognized as conditions are met, generally as allowable costs are incurred under the terms of the grant.

Most of the Organization's federal and state program awards, including Head Start, LIHEAP, Weatherization, Homeless Prevention, MHDC housing programs, and other cost-reimbursement grants, meet the definition of conditional contributions. Amounts received before the conditions have been met are recorded as refundable grant advances. Donor-restricted contributions are recorded as net assets with donor restrictions and released from restriction when the applicable time or purpose restriction has been satisfied.

Noncash contributions such as donated space, commodities, professional services, and rental subsidies are recognized at estimated fair value on the date received, provided they meet the criteria for recognition under ASC 958-605.

Exchange Transactions (ASC 606):

Certain revenues earned by the Organization are accounted for as exchange transactions under ASC 606. These arrangements include program service fees, daycare fees, and tenant rental income. Revenue is recognized when the related performance obligation is satisfied. Rental income is recognized over the term of the lease as housing services are provided. Childcare program service fees and other program service fees are recognized at the point in time when the service is delivered. The transaction price is based on the consideration expected to be received and does not include significant variable consideration.

Other Income:

Other income consists primarily of interest income and miscellaneous receipts and is recognized as earned. Gains and losses on the sale of capital assets are recognized when control transfers to the buyer.

Income Taxes

The Organization is exempt from Federal income taxes under IRS Code Section 501(c)3. In addition, the Organization qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an organization that is not a private foundation under Section 509(a)(2). Accordingly, no provision for income taxes has been made in the accompanying consolidated financial statements. The Organization follows FASB ASC 740-10, Accounting for Uncertainty in Income Taxes, and management has determined there are no material uncertain tax positions.

2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (Continued)

Allocated Costs

The Organization allocates its expenses on a functional basis among its various programs and support services. Expenses that can be identified with a specific program and support service are allocated directly according to their natural expenditure classification. Other expenses that are common to several functions are allocated using various allocation methods as follows:

- Personnel is based on functions performed by staff.
- Travel is based on program/service which directly benefits by such travel costs and/or percentages derived from staffing allocations.
- Occupancy costs are based primarily on utilization.
- Communications is based primarily on number of lines and history of long distance charges.
- Printing/Supplies are based primarily on utilization.

The Organization maintains a negotiated indirect cost rate agreement (NICRA) with the U.S. Department of Health and Human Services. The approved provisional rate for the fiscal year ended September 30, 2025 was 15.60% of direct salaries and wages including related fringe benefits. The rate is applied to all applicable federal and non-federal awards to recover allowable administrative and facility costs. The Organization reviews the indirect cost allocation annually and submits rate adjustments to the cognizant agency as required.

3. **CONCENTRATION OF CREDIT RISK**

Credit risk – deposits. Credit risk is the risk that in the event of a bank failure, the Organization's deposits may not be returned to it.

At September 30, 2025, the carrying amount of the Organization's deposits including certificates of deposit was $604,024.27. The bank balance was held at three banks and the Missouri Housing Development Corporation resulting in a concentration of credit risk. The bank balance was $742,830.45. Of the bank balance, $297,819.97 was covered by FDIC insurance, $75,068.91 was held in escrow by the Missouri Housing Development Corporation, and the remaining $369,941.57 was covered by pledged securities at year end.

At September 30, 2024, the carrying amount of the Organization's deposits including certificates of deposit was $394,758.85. The bank balance was held at three banks and the Missouri Housing Development Corporation resulting in a concentration of credit risk. The bank balance was $436,749.26. Of the bank balance, $320,095.75 was covered by FDIC insurance, $113,287.49 was held in escrow by the Missouri Housing Development Corporation, and $3,366.02 was considered unsecured at year end.

4. RECEIVABLES, NET

Receivables consist and grants and contracts due to the Organization at September 30, 2025 and 2024, consist of amounts due under the following grants and programs:

	2025	2024
Head Start – Federal	$ 164,289.06	$ 215,622.42
Child Care Aware Missouri	3,600.00	0.00
Child and Adult Care Food Program	17,239.80	18,582.28
Family Day Care Homes	35,199.22	21,246.82
DOE Weatherization	0.00	25,417.70
DSS Services	8,606.68	1,238.02
Housing Development CHDO	2,588.67	1,457.21
Kids Win Missouri	22,500.00	0.00
Missouri Coalition	2,500.00	237.04
Missouri Childcare Enhancement	0.00	10,080.61
Community Services Block Grant	41,962.33	28,910.64
Skill Up	24,134.22	0.00
Rental Properties	18,000.00	4,415.32
LiHEAP Weatherization - ARPA	12,155.00	7,565.49
LiHEAP Weatherization - BIL	0.00	3,386.44
Weatherization Evergy, MCAN	3,866.54	0.00
Liberty Utilities Weatherization	14,262.44	0.00
Agency Unrestricted Funds	9,495.61	308,813.42
Total Receivables, Net	$ 380,399.57	$ 646,973.41

Accounts receivable are stated at unpaid balances. A majority of accounts receivable at September 30, 2025 and 2024, are due from federal and state government agencies or their pass-through entities. Historically, the Organization has collected substantially all such amounts, and management evaluates the collectability of receivables based on historical experience, grantor relationships, and other relevant factors. Based on this evaluation, management considers all receivables to be fully collectible at September 30, 2025 and 2024, and therefore no allowance for doubtful accounts has been recorded.

5. INVENTORY

Inventory consists of weatherization materials and work in progress. Inventory is stated at the lower of cost or net realizable value (“NRV”) in accordance with ASC 330, Inventory. Cost is determined using the first-in, first-out (FIFO) method and includes the purchase price of materials, direct labor, and certain indirect costs that are allocable to construction activities. Indirect costs may include payroll-related costs, insurance, and other program-related expenditures that are directly attributable to the weatherization of homes.

Inventory consists of the following at September 30, 2025 and 2024:

	2025	2024
Weatherization Materials	$ 1,439.35	$ 1,439.35
Weatherization WIP	25,861.04	92,696.77
Total Inventory	$ 27,300.39	$ 94,136.12

6. CAPITAL ASSETS

Following are the changes in capital assets for the year ended September 30, 2025:

	Balance 9/30/2024	Additions	Transfers	Balance 9/30/2025
Capital Assets not being depreciated				
Land	$ 220,459.42	$ -	$ -	$ 220,459.42
Total Capital Assets not being depreciated	220,459.42	-	-	220,459.42
Other Capital Assets				
Buildings and Improvements	6,065,101.41	-	-	6,065,101.41
Equipment	146,634.39	-	-	146,634.39
Vehicles	441,673.80	-	-	441,673.80
Total Other Capital Assets	6,653,409.60	-	-	6,653,409.60
Accumulated Depreciation	(2,897,344.09)	(272,194.93)	-	(3,169,539.02)
Net Capital Assets	$ 3,976,524.93	$ (272,194.93)	$ -	$ 3,704,330.00

Following are the changes in capital assets for the year ended September 30, 2024:

	Balance 9/30/2023	Additions	Transfers	Balance 9/30/2024
Capital Assets not being depreciated				
Land	$ 190,827.54	$ 29,631.88	$ -	$ 220,459.42
Construction in Progress	367,277.04	-	(367,277.04)	-
Total Capital Assets not being depreciated	558,104.58	29,631.88	(367,277.04)	220,459.42
Other Capital Assets				
Buildings and Improvements	4,958,128.41	739,695.96	367,277.04	6,065,101.41
Equipment	128,680.91	17,953.48	-	146,634.39
Vehicles	441,673.80	-	-	441,673.80
Total Other Capital Assets	5,528,483.12	757,649.44	367,277.04	6,653,409.60
Accumulated Depreciation	(2,664,527.99)	(232,816.10)	-	(2,897,344.09)
Net Capital Assets	$ 3,422,059.71	$ 554,465.22	$ -	$ 3,976,524.93

7. RESTRICTED CASH IN BANK

In accordance with the USDA Rural Development loan agreement, the Organization must make minimum contributions monthly into a debt service reserve account and a replacement and extension account until they reach a specified level. The following is a list of required transfers and actual balance accumulated by fund:

	Monthly Transfer	Required Reserve
Wayland Head Start	$ 140.00	$ 16,700.00
Memphis Head Start	159.00	19,000.00
Glenwood & Edina Head Start	112.50	13,500.00
	$ 411.50	$ 49,200.00

All USDA reserve accounts have reached the required balances in accordance with USDA Rural Development loan agreements.

In accordance with the Missouri Housing Development Commission (MHDC) loan agreements, the Organization must maintain escrow accounts for insurance, property taxes, and future repairs and maintenance expenses. MHDC was holding 7 separate escrow accounts with a total balance of $75,068.91 and $113,287.49 at September 30, 2025 and 2024, respectively.

8. NOTES PAYABLE

The Organization signed an agreement dated October 23, 2007, with USDA Rural Development, to purchase and renovate a building in Wayland, Missouri, to be used as Head Start classrooms. The note is payable annually with 4.125% interest, payable through November 23, 2037. The promissory note is secured by the building. The balance on the note at September 30, 2025 and 2024, is $89,499.27 and $95,486.85, respectively.

The Organization signed an agreement dated August 28, 2005, with USDA Rural Development, to purchase and renovate a building in Memphis, Missouri, to be used as Head Start classrooms. The note is payable annually with 4.250% interest, payable through September 28, 2035. The promissory note is secured by the building. The balance on the note at September 30, 2025 and 2024, is $52,246.24 and $61,542.94, respectively.

The Organization signed an agreement dated February 24, 1999, with USDA Rural Development, to purchase and renovate buildings in Glenwood, Missouri and Edina, Missouri, to be used as Head Start classrooms. The note is payable annually with 4.750% interest, payable through March 24, 2029. The promissory note is secured by the building. The balance on the note at September 30, 2025 and 2024, is $0.00 and $26,410.16, respectively.

The Organization signed an agreement dated June 11, 2024, with Connections Bank, to purchase the Central Office building. The note is payable annually with 7.95% interest, payable through August 2, 2048. The promissory note is secured by the building. The balance on the note at September 30, 2025 and 2024, is $129,768.62 and $131,431.07, respectively.

The Organization signed an agreement dated June 11, 2024, with Connections Bank, to purchase the Jamison building. The note is payable annually with 7.95% interest, payable through August 2, 2048. The promissory note is secured by the building. The balance on the note at September 30, 2025 and 2024, is $39,024.75 and $39,524.76, respectively.

8. **NOTES PAYABLE** (Continued)

The Organization signed an agreement dated June 11, 2024, with Connections Bank, to purchase the Locust building. The note is payable annually with 7.95% interest, payable through August 2, 2048. The promissory note is secured by the building. The balance on the note at September 30, 2025 and 2024, is $159,883.58 and $161,931.87, respectively.

The following is a summary of changes in notes payable for the year ended September 30, 2025:

Obligations:	Principal September 30, 2024	Principal Received (Paid)	Principal September 30, 2025	Interest Paid
Wayland HS	$ 95,486.85	$ (5,987.58)	$ 89,499.27	$ 3,828.42
Memphis HS	61,542.94	(9,296.70)	52,246.24	2,439.30
Glenwood & Edina HS	26,410.16	(26,410.16)	0.00	756.06
Jamison 3468	39,524.76	(500.01)	39,024.75	2,889.42
Central Office 3476	131,431.07	(1,662.45)	129,768.62	9,608.15
Locust 3418	161,931.87	(2,048.29)	159,883.58	13,886.18
	$ 516,327.65	$ (45,905.19)	$ 470,422.46	$ 33,407.53

The following is a summary of changes in notes payable for the year ended September 30, 2024:

Obligations:	Principal September 30, 2023	Principal Received (Paid)	Principal September 30, 2024	Interest Paid
Kirksville Office	$ 142,381.95	$ (142,381.95)	$ 0.00	$ 7,103.19
Loan 7034	39,431.50	(39,431.50)	0.00	4,024.90
Wayland HS	101,292.18	(5,805.33)	95,486.85	4,010.67
Memphis HS	70,548.24	(9,005.30)	61,542.94	2,730.70
Glenwood & Edina HS	33,596.56	(7,186.40)	26,410.16	1,357.60
Jamison 3468	0.00	39,524.76	39,524.76	971.79
Central Office 3476	0.00	131,431.07	131,431.07	4,256.07
Locust 3418	0.00	161,931.87	161,931.87	5,243.77
	$ 387,250.43	$ 129,077.22	$ 516,327.65	$ 29,698.69

The schedule of maturities of notes payable is as follows:

Year Ending September 30:	Amount
2026	$ 21,259.72
2027	22,381.22
2028	23,568.14
2029	24,824.74
2030	25,519.61
Thereafter	352,869.03
Total	$ 470,422.46

9. REFUNDABLE GRANT ADVANCES

Refundable grant advances at September 30, 2025 and 2024, consist of conditional contributed grant funds received in excess of expenditures in the following programs:

	2025	2024
LiHEAP/ECIP	$ 602,923.68	$ 212,522.52
LiHEAP ARPA	0.00	154,488.77
MHDC COVID Relief	1,300.00	1,300.00
CSBG FY24	13,846.59	0.00
Rental Properties	0.00	291.00
ERTC Credit	294,210.67	294,210.67
Total Refundable Grant Advances	$ 912,280.94	$ 662,812.96

10. LEASES

The Organization has obligations as a lessee for office equipment under noncancelable lease agreements with initial terms greater than one year. These leases are classified as either operating or finance leases. Many of the Organization's leases include renewal options ranging from two to five years; however, since management is not reasonably certain to exercise these options, they are excluded from the lease term and related lease liabilities. Short-term leases with terms of 12 months or less are not recorded as right-of-use assets or lease liabilities.

The Organization's leases do not include termination options for either party or restrictive financial or other covenants. Lease payments include fixed amounts and, for certain office leases, variable payments related to the Organization's proportionate share of property taxes, insurance, and common area maintenance. Variable lease payments are not included in the measurement of lease liabilities and are recognized as expense in the period incurred.

Right-of-use assets, net are presented separately on the consolidated statement of financial position and lease liabilities are presented separately on the consolidated statement of financial position as current and long-term lease liabilities.

Significant Judgments and Assumptions
Lease liabilities are measured at the present value of future minimum lease payments using the implicit interest rate in each lease when readily determinable; otherwise, the Organization uses a risk-free rate based on the remaining lease term at lease commencement. The lease term includes noncancelable periods and excludes renewal options unless management is reasonably certain the option will be exercised. Variable lease payments, including shared maintenance costs, are excluded from the lease liability and recognized as expense as incurred.

Policy Elections
The Organization has elected the short-term lease exemption and does not record ROU assets or lease liabilities for leases with original terms of 12 months or less. The Organization has also elected the practical expedient to not separate lease and non-lease components for all asset classes.

10. LEASES (Continued)

	2025	2024
Lease Expense		
Amortization of ROU Assets	$ 8,829.60	$ 3,679.00
Interest on Lease Liabilities	1,696.17	815.56
Operating Lease Expense	1,389.34	16,672.08
Short Term Lease Expense	2,405.00	442.44
Total Lease Expense	$ 14,320.11	$ 21,609.08
Other Information		
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	$ 1,389.34	$ 16,672.08
Operating cash flows from finance leases	8,197.35	3,306.74
Financing cash flows from finance leases	1,696.17	815.56
ROU Assets obtained in exchange for new operating lease liabilities	0.00	0.00
ROU Assets obtained in exchange for new financing lease liabilities	0.00	44,148.11
Other information related to leases is as follows:		
Lease term (in years) and discount rate:		
Weighted-average remaining lease term, financing leases	3.58	4.58
Weighted-average remaining lease term, operating leases	0.00	0.08
Weighted-average discount rate, financing leases	4.57%	4.57%
Weighted-average discount rate, operating leases	0.00%	7.94%
Right to Use Assets		
Beginning ROU, Net	$ 41,858.43	$ 17,365.97
Additions of ROU Assets	0.00	44,148.11
Less Accumulated Amortization	(10,218.92)	(19,655.65)
Ending ROU, Net	$ 31,639.51	$ 41,858.43

The maturities of lease liabilities as of September 30, 2025 were as follows:

	Finance
Year ending September 30,	
2026	$ 9,893.52
2027	9,893.52
2028	9,893.52
2029	5,771.22
Total lease payments	35,451.78
Less: Present Value Discount	(2,807.76)
Total Lease Liability	32,644.02
Current Maturities	(8,579.93)
Long-Term Lease Liability	$ 24,064.09

11. **NET ASSETS**

Net assets without donor restrictions

Net assets without donor restrictions consist of resources available to support the Organization's operations and programs and are not subject to donor-imposed stipulations. This category also includes the Organization's assets subject to regulatory or compliance requirements arising from governmental funding agreements.

Certain housing properties constructed, rehabilitated, or acquired with funding from the HOME Investment Partnerships Program and the Missouri Housing Development Corporation programs are subject to long-term affordability, resale, or occupancy restrictions during specified compliance periods. These restrictions are imposed by governmental agencies and represent regulatory requirements rather than donor-imposed restrictions as defined under ASC 958. Accordingly, the related assets are included within net assets without donor restrictions.

A breakout of net assets without donor restrictions as of September 30, 2025 and 2024 is as follows:

	2025	2024
Undesignated Operating Net Assets	$ 1,672,259.61	$ 2,004,962.10
Kirksville 2 Single-Family Homes-Net Book Value (Compliance Period Expires July 1, 2028)	147,273.33	157,913.33
Edina 1 Single-Family Homes-Net Book Value (Compliance Period Expires July 1, 2029)	90,656.52	96,668.19
Kahoka 2 Single-Family Homes-Net Book Value (Compliance Period Expires August 20, 2029)	183,056.25	194,551.25
Memphis 4 Single-Family Homes-Net Book Value (Compliance Period Expires November 1, 2031)	335,277.77	354,444.44
Woodridge 3 Single-Family Homes-Net Book Value (Compliance Period Expires September 1, 2032)	345,223.33	362,843.33
Lancaster Single-Family Homes-Net Book Value (Compliance Period Expires August 1, 2035)	251,189.78	263,633.51
Total Net Assets without Donor Restrictions	$ 3,024,936.59	$ 3,435,016.15

Reclassification of Net Assets

During the year ended September 30, 2025, the Organization reviewed the classification of certain housing properties that had previously been reported as net assets with donor restrictions. Management determined that these restrictions arise from governmental regulatory and compliance requirements rather than donor-imposed restrictions under ASC 958. Accordingly, these assets have been reclassified to net assets without donor restrictions. Certain amounts in the 2024 comparative financial statements have been reclassified to conform to the current-year presentation. These reclassifications had no effect on total net assets or the change in net assets for either period presented.

11. **NET ASSETS** (Continued)

Net assets with donor restrictions

Net assets with donor restrictions consist of donations of cash received & restricted to use. Below is a detailed list of net assets by donor restriction:

	2025	2024
Head Start – Donations	$ 8,898.44	$ 30,702.33
Child Care Relief	50,347.33	110,046.82
Liberty Utility Donations	571.23	1,673.65
Lewis Co REC Donations	7,625.71	15,947.05
Kirksville Water Donations	1,393.44	92.81
Ameren Weatherization Donation	26,562.10	6,050.87
Toyota Community Care	0.00	248.84
Back to School Project	823.51	123.57
Kids Win Missouri	0.00	3,750.00
Child Care Program	2,063.12	0.00
Weatherization Evergy, MCAN	7,003.98	0.00
Homeless Prevention/CSBG	10.00	0.00
Total Net Assets with Donor Restrictions	$ 105,298.86	$ 168,635.94

12. **LIQUIDITY**

The Organization regularly monitors liquidity required to meet its operating needs and other commitments. The Organization has various sources of liquidity at its disposal, including cash and cash equivalents, certain certificates of deposit, and certain receivables.

For purposes of analyzing resources available to meet general expenditures over a one year period, the Organization considers conduct of services undertaken to support program activities to be general expenditures.

In addition to financial assets available to meet general expenditures over the next year, the Organization operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures not covered by resources restricted by grantors or donors.

Financial assets available for general expenditure, that is, without donor or other restrictions or designations limiting their use, within twelve months of the statement of financial position date, comprise the following.

	2025	2024
Cash in Bank - Unrestricted	$ 479,755.36	$ 232,271.36
Accounts Receivable, Net	380,399.57	646,973.41
Less: Cash Received in Grants in Advance	(912,280.94)	(662,812.96)
Less: Cash Received with Donor Restrictions	(105,298.86)	(168,635.94)
Assets Available to Satisfy Current Obligations	$ (157,424.87)	$ 47,795.87

13. COMPENSATED ABSENCES

Employees earn annual leave based upon the number of years of service.

Completed Years of Service	Rate of Annual Leave
Less than 5 years	0.05770/hour
5 – 10 years	0.06635/hour
11 years and more	0.07500/hour

A maximum of 60 hours of annual leave may be carried over into the next program year. Any annual leave over 60 hours not used by the end of the program year will be forfeited.

Employees accrue sick leave at a rate of 0.04615 per hour worked. Employees may accumulate up to 320 hours of sick leave. Accumulated sick leave is not paid to terminated employees.

The Organization determines a liability for compensated absences when the following conditions are met:

1. The Organization's obligation relating to employees' rights to receive compensation for future absences is attributable to employee services already rendered;
2. The obligation relates to rights that vest or accumulate;
3. Payment of the compensation is probable; and
4. The amount can be reasonably estimated and is material to the financial statements.

In accordance with the above criteria, the Organization has accrued a liability for annual leave which has been earned, but not taken, by Organization employees; however, the Organization has not accrued a liability for sick leave earned, but not taken, by Organization employees, in accordance with guidance provided by FASB ASC 710-10-25-7 the amounts cannot be reasonably estimated at this time.

14. EMPLOYEE BENEFIT PLANS

The Organization sponsors a defined contribution retirement plan under Section 403(b) of the Internal Revenue Code for eligible employees. Employees become eligible to participate after 60 days of full-time service. The Organization contributes 1% of eligible compensation for employees with less than five years of service, 2% of eligible compensation for employees with at least five years but less than ten years of service, and 3% of eligible compensation for employees with ten or more years of service. Retirement plan expense recognized by the Organization was $35,511.24 for the year ended September 30, 2025, and $37,912.53 for the year ended September 30, 2024.

15. IN-KIND CONTRIBUTIONS

The Organization receives contributed goods, services, facilities, and rental subsidies in support of its programs. In-kind contributions are recognized when they meet the criteria for recognition under ASC 958-605, which requires that the contributed goods or services (1) create or enhance non-financial assets, or (2) require specialized skills, are provided by individuals possessing those skills, and would otherwise need to be purchased by the Organization.

- *Valuation of Contributed Facilities (Donated Space):* Contributed use of facilities is valued based on market rental rates for comparable properties in the geographic area at the time of donation, considering property type, condition, and location. Amounts recognized represent the estimated fair rental value of the space used during the period.

- *Valuation of Contributed Professional Services:* Contributed professional services are valued at the standard hourly rates charged by the providers or at market rates for similar services within the region when provider rates are not available. Professional services recognized consist of services that require specialized skills and would have been purchased if not donated.

- *Valuation of Contributed Commodities and Materials:* Donated materials, supplies, and food commodities are valued at the estimated acquisition cost or fair value at the date of receipt, generally using published USDA commodity values or vendor price lists, depending on the program.

The Organization does not record the value of contributed services that do not require specialized skills, such as general volunteer time, in accordance with U.S. generally accepted accounting principles (GAAP). In-kind contributions recognized for the Head Start program are summarized as follows:

	2025	2024
Head Start		
Non-professional Volunteers	$ 830,352.37	$ 633,033.41
Professional Volunteers	91,653.75	78,993.69
Space	526.52	3.00
Travel	11,860.45	11,246.22
Supplies	33,001.76	39,235.34
Total Program In-Kind	$ 967,394.85	762,511.66
Non-GAAP	(830,352.37)	(633,033.41)
Total In-Kind	$ 137,042.48	$ 129,478.25

16. REAL ESTATE JOINT VENTURES

The Organization is involved in one real estate joint venture and Northeast Missouri Community Development Corporation (NMCDC) is involved in two real estate joint ventures. All joint ventures are for affordable housing development projects in their service area. The Organization and NMCDC ownership interest is 0.01% in two of the properties and 0.0051% in one of the properties. The original capital contributions ranged from $5.00 to $100.00 at the initial startup time. Federal and state grants and tax credits, permanent loan financing, and the capital contributions of the limited partners financed a significant portion of each of the project's total cost.

16. REAL ESTATE JOINT VENTURES (Continued)

The primary reason for admission of the Organization and Northeast Missouri Community Development Corporation (a related entity) as a general partner in these real estate joint ventures is to qualify the projects for federal and state grants, tax credits, and permanent financing which are favorable to the development of the low income housing projects. While the Organization and Northeast Missouri Community Development Corporation (a related entity) have an ownership interest in these real estate joint ventures, the financial effect of these interests is de minimis and are, therefore, not reported in the financial statements.

17. CONCENTRATION OF RISK

The Organization receives substantial revenue in the form of Federal and State grants. The effect on the Organization’s ability to continue operations if these funding sources were lost or cancelled is unknown.

In addition, a majority of the Organization’s receivables are from governmental sources. Management believes this concentration does not expose the Organization to significant credit risk, as substantially all such receivables have historically been collected.

18. CONTINGENT LIABILITIES

Amounts received or receivable from grantor agencies are subject to audit and adjustment by the grantor, principally the federal government. Such audits could result in disallowances of expenditures. The ultimate costs of any such disallowances cannot be reasonably determined at this time. However, management believes that any such adjustments, if required, would not have a material effect on the consolidated financial statements.

19. SUBSEQUENT EVENTS

The Organization evaluated events and transactions occurring subsequent to September 30, 2025, through May 18, 2026, the date the financial statements were available to be issued. During this period, there were no subsequent events requiring recognition in the financial statements. Additionally, there were no nonrecognized subsequent events requiring disclosure.

SUPPLEMENTARY INFORMATION

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY

Combining Schedule of Activities

For the Year Ended September 30, 2025

	Head Start - Federal	Head Start - Federal	Head Start - Federal	DSS/Parent Pay BP01	DSS/Parent Pay BP02	Kids Win Missouri	Child Care Relief Fund	MO Coalition Funds
Program Code	201, 203, 210, 212	101, 103, 110, 112	410,411,501,510	114	214	013	014	015
Program Year End	7/31/2026	7/31/2025	7/31/2024	7/31/2025	7/31/2026	9/30/2025	9/30/2025	9/30/2025
CFDA No.	93.600	93.600	93.600	N/A	N/A	N/A	N/A	N/A
	Early Childhood	Early Childhood	Early Childhood	Early Childhood	Early Childhood	Early Childhood	Early Childhood	Early Childhood
Revenues and Gains								
Contributions								
Grant Revenue - Federal	$ 427,254.60	$ 2,341,038.38	$ -	$ -	$ -	$ -	$ -	$ -
Grant Revenue - State	-	-	-	-	-	38,080.00	407.00	-
Local	-	-	-	-	-	-	-	4,937.63
Local - Non-Cash	129,075.15	838,319.70	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-
Allocation Income	-	-	-	-	-	-	-	-
Program Income	-	-	-	176,842.45	24,742.52	-	-	-
Rental Income	-	-	-	-	-	-	-	-
Other Income	-	7,439.32	-	-	-	-	-	-
Total Revenues and Gains	556,329.75	3,186,797.40	-	176,842.45	24,742.52	38,080.00	407.00	4,937.63
Expenses								
Salary & Fringe	319,335.77	1,821,407.20	1,409.31	175,867.78	21,412.79	-	8,664.35	-
Salary & Fringe - Non Cash	115,962.11	805,521.57	-	-	-	-	-	-
Building Maintenance	4,445.92	17,828.21	-	1,958.84	148.34	-	6,450.02	9.98
Communication	4,182.55	17,047.05	-	1,564.85	267.42	-	7,006.20	-
Contract & Consulting	139.94	11,447.86	-	1,193.17	13.50	-	1,850.61	-
Depreciation	-	-	-	-	-	-	-	-
Indirect Costs	49,718.78	274,787.92	-	27,156.40	3,340.40	-	1,351.64	-
Insurance	16.46	41,412.38	-	2,598.14	-	-	1,577.85	-
Supplies	13,653.10	10,144.78	-	5,406.72	706.51	-	19,203.05	33.75
Supplies - Non Cash	11,242.10	21,759.66	-	-	-	-	-	-
Program Expenses	6,452.57	68,192.45	-	114.84	20.26	725.12	1,511.55	-
Rent/Space	1,214.17	25,975.84	-	3,544.74	224.94	-	3,400.49	-
Rent/Space - Non Cash	-	1,048.96	-	-	-	-	-	-
Training	7,461.34	28,886.34	140.00	1,109.68	128.39	911.07	1,781.06	248.45
Transfer to Other Programs	4,239.07	(48,328.62)	(1,549.31)	(49,749.47)	(3,345.10)	39,783.55	-	4,645.45
Travel	4,669.72	21,291.51	-	1,109.63	176.47	210.26	66.74	-
Travel - Non Cash	1,870.94	9,989.51	-	-	-	-	-	-
Utilities	7,132.33	40,716.96	-	3,389.89	508.70	-	3,214.71	-
Vehicle Maintenance and Repairs	131.39	2,625.53	-	-	-	-	-	-
Other	4,461.49	15,042.29	-	1,577.24	1,139.90	200.00	4,028.22	-
Total Expenses	556,329.75	3,186,797.40	-	176,842.45	24,742.52	41,830.00	60,106.49	4,937.63
Increase (Decrease) in Net Assets	-	-	-	-	-	(3,750.00)	(59,699.49)	-
NET ASSETS, Beginning of Year	-	-	-	-	-	3,750.00	110,046.82	-
NET ASSETS, End of the Year	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,347.33	$ -

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY

Combining Schedule of Activities

For the Year Ended September 30, 2025

	Back to School Project (First Day Fresh Start)	Child Care Food Program	Family Day Care Homes	Child Care Program	Head Start Donations	LIHEAP - Energy Assistance	LIHEAP - Energy Assistance - ARPA	Liberty Utility Donations
Program Code	017	004	005	385	400,505,506	019	219	024
Program Year End	9/30/2025	9/30/2025	9/30/2025	9/30/2025	9/30/2025	9/30/2025	12/31/2026	9/30/2025
CFDA No.	N/A	10.558	10.558	N/A	N/A	93.568	93.568	N/A
	Early Childhood	Early Childhood	Early Childhood	Early Childhood	Early Childhood	Emergency Services	Emergency Services	Emergency Services
Revenues and Gains								
Contributions								
Grant Revenue - Federal	$ -	$ 155,551.83	$ 365,133.36	$ -	$ -	$ 412,693.84	$ 154,488.77	$ -
Grant Revenue - State	-	-	-	-	-	-	-	-
Local	6,200.00	-	-	3,600.00	-	-	-	738.59
Local - Non-Cash	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-
Allocation Income	-	-	-	-	-	-	-	-
Program Income	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	(0.17)	60.00	877.01	-
Total Revenues and Gains	6,200.00	155,551.83	365,133.36	3,600.00	(0.17)	412,753.84	155,365.78	738.59
Expenses								
Salary & Fringe	-	41,886.66	29,922.73	-	-	67,842.39	-	-
Salary & Fringe - Non Cash	-	-	-	-	-	-	-	-
Building Maintenance	-	-	372.71	-	-	533.21	-	-
Communication	-	-	564.30	-	-	807.77	-	-
Contract & Consulting	-	16.09	1,211.55	-	-	1,732.85	-	-
Depreciation	-	-	-	-	-	-	-	-
Indirect Costs	-	6,534.32	4,666.39	-	-	10,581.20	-	-
Insurance	-	-	873.44	-	-	1,295.14	-	-
Supplies	5,500.06	-	650.96	1,513.38	23,949.17	4,660.71	33.08	-
Supplies - Non Cash	-	-	-	-	-	-	-	-
Program Expenses	-	105,921.60	321,363.51	-	-	318,909.74	155,332.70	1,841.01
Rent/Space	-	-	215.55	-	-	323.30	-	-
Rent/Space - Non Cash	-	-	-	-	-	-	-	-
Training	-	(1,027.20)	1,923.29	-	-	2,565.05	-	-
Transfer to Other Programs	-	2,145.36	1,244.40	-	(2,145.45)	-	-	-
Travel	-	-	1,482.16	-	-	2,410.23	-	-
Travel - Non Cash	-	-	-	-	-	-	-	-
Utilities	-	-	447.82	-	-	640.07	-	-
Vehicle Maintenance and Repairs	-	-	-	-	-	-	-	
Other	-	75.00	194.55	23.50	-	452.18	-	-
Total Expenses	5,500.06	155,551.83	365,133.36	1,536.88	21,803.72	412,753.84	155,365.78	1,841.01
Increase (Decrease) in Net Assets	699.94	-	-	2,063.12	(21,803.89)	-	-	(1,102.42)
NET ASSETS, Beginning of Year	123.57	-	-	-	30,702.33	-	-	1,673.65
NET ASSETS, End of the Year	$ 823.51	$ -	$ -	$ 2,063.12	$ 8,898.44	$ -	$ -	$ 571.23

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Combining Schedule of Activities
For the Year Ended September 30, 2025

	Lewis Co REC Donations	Kirksville Water Program	Weatherization Assistance - DOE	Weatherization Assistance - DOE	Weatherization Assistance - BIL	Weatherization Assistance LIHEAP	Weatherization Assistance LIHEAP-EMER	Weatherization Assistance LIHEAP
Program Code	040	056	406	306	140	339	141	439
Program Year End	9/30/2025	9/30/2025	6/30/2025	6/30/2024	6/30/2028	9/30/2024	9/30/2025	9/30/2025
CFDA No.	N/A	N/A	81.042	81.042	81.042	93.568	93.568	93.568
	Emergency Services	Emergency Services	Weatherization Services	Weatherization Services	Weatherization Services	Weatherization Services	Weatherization Services	Weatherization Services
Revenues and Gains								
Contributions								
Grant Revenue - Federal	$ -	$ -	$ 143,449.54	$ -	$ 89,263.56	$ 13,476.76	$ -	$ 75,939.00
Grant Revenue - State	-	-	-	-	-	-	-	-
Local	-	1,624.23	-	-	-	-	-	-
Local - Non-Cash	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-
Allocation Income	-	-	-	-	-	-	-	-
Program Income	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-
Other Income	-	-	1,000.00	-	-	-	-	-
Total Revenues and Gains	-	1,624.23	144,449.54	-	89,263.56	13,476.76	-	75,939.00
Expenses								
Salary & Fringe	-	-	54,154.01	-	46,203.19	(1,896.35)	-	29,874.42
Salary & Fringe - Non Cash	-	-	-	-	-	-	-	-
Building Maintenance	-	-	1,016.21	-	-	-	-	146.88
Communication	-	-	2,114.62	-	(533.93)	-	-	382.53
Contract & Consulting	-	-	16,139.31	-	3,400.00	6,608.00	-	3,745.50
Depreciation	-	-	-	-	-	-	-	-
Indirect Costs	-	-	8,443.22	72.25	7,207.70	(141.27)	-	4,176.30
Insurance	-	-	7,749.41	-	-	-	-	4,887.33
Supplies	-	-	1,381.32	-	(268.98)	-	-	64.76
Supplies - Non Cash	-	-	-	-	-	-	-	-
Program Expenses	8,321.34	323.60	34,690.83	-	30,957.53	9,060.94	162.49	30,204.55
Rent/Space	-	-	862.10	-	-	-	-	-
Rent/Space - Non Cash	-	-	-	-	-	-	-	-
Training	-	-	2,142.36	534.50	2,088.49	-	-	3.33
Transfer to Other Programs	-	-	(3,044.17)	(606.75)	345.44	(154.56)	(162.49)	149.88
Travel	-	-	2,952.28	-	(127.60)	-	-	1,506.23
Travel - Non Cash	-	-	-	-	-	-	-	-
Utilities	-	-	1,239.74	-	-	-	-	369.99
Vehicle Maintenance and Repairs	-	-	283.63	-	202.18	-	-	225.00
Other	-	-	14,114.21	-	-	-	-	202.30
Total Expenses	8,321.34	323.60	144,449.54	-	89,263.56	13,476.76	-	75,939.00
Increase (Decrease) in Net Assets	(8,321.34)	1,300.63	-	-	-	-	-	-
NET ASSETS, Beginning of Year	15,947.05	92.81	-	-	-	-	-	-
NET ASSETS, End of the Year	$ 7,625.71	$ 1,393.44	$ -	$ -	$ -	$ -	$ -	$ -

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY

Combining Schedule of Activities

For the Year Ended September 30, 2025

	Ameren Weatherization - Direct	Weatherization Evergy/ MCAN Ameren	Liberty Weatherization - Direct	Homeless Prevention	Housing Development	Thrive	Rental Properties	Community Services Block Grant
Program Code	018/118	098	038	075	300	108	340	220
Program Year End	9/30/2025	9/30/2025	9/30/2025	9/30/2025	9/30/2025	9/30/2025	9/30/2024	9/30/2025
CFDA No.	N/A	N/A	N/A	N/A	14.239	N/A	N/A	93.569
	Weatherization Services	Weatherization Services	Weatherization Services	Housing	Housing	Housing	Housing	Community Services
Revenues and Gains								
Contributions								
Grant Revenue - Federal	$ -	$ -	$ -	$ -	$ 10,131.46	$ -	$ -	$ 303,126.47
Grant Revenue - State	26,020.00	-	17,220.44	-	-	-	-	-
Local	-	21,480.76	-	10.00	-	-	-	4,334.64
Local - Non-Cash	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-
Allocation Income	-	-	-	-	-	-	-	-
Program Income	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	95,085.00	-
Other Income	-	-	-	-	-	-	15,183.34	-
Total Revenues and Gains	26,020.00	21,480.76	17,220.44	10.00	10,131.46	-	110,268.34	307,461.11
Expenses								
Salary & Fringe	1,347.55	14,476.78	9,511.71	-	8,385.12	364.88	102,956.85	169,574.41
Salary & Fringe - Non Cash	-	-	-	-	-	-	-	-
Building Maintenance	-	-	-	-	-	-	48,916.69	1,335.64
Communication	-	-	-	-	-	-	1,257.63	2,737.31
Contract & Consulting	200.00	-	3,030.00	-	-	-	1,560.19	4,406.45
Depreciation	-	-	-	-	-	-	-	-
Indirect Costs	210.22	-	1,483.83	-	1,308.08	56.92	16,059.27	26,448.07
Insurance	-	-	-	-	-	-	21,466.78	5,412.40
Supplies	-	-	-	-	-	-	1,772.41	11,378.64
Supplies - Non Cash	-	-	-	-	-	-	-	-
Program Expenses	3,751.00	-	3,194.90	-	438.26	-	2,086.00	49,552.01
Rent/Space	-	-	-	-	-	-	323.30	862.10
Rent/Space - Non Cash	-	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	260.78	22,068.14
Transfer to Other Programs	-	-	-	-	-	(421.80)	-	-
Travel	-	-	-	-	-	-	7,123.69	9,105.31
Travel - Non Cash	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	2,252.18	1,869.66
Vehicle Maintenance and Repairs	-	-	-	-	-	-	40.80	445.03
Other	-	-	-	-	-	-	438.48	2,265.94
Total Expenses	5,508.77	14,476.78	17,220.44	-	10,131.46	-	206,515.05	307,461.11
Increase (Decrease) in Net Assets	20,511.23	7,003.98	-	10.00	-	-	(96,246.71)	-
NET ASSETS, Beginning of Year	6,050.87	-	-	-	-	-	168,474.00	-
NET ASSETS, End of the Year	$ 26,562.10	$ 7,003.98	$ -	$ 10.00	$ -	$ -	$ 72,227.29	$ -

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY

Combining Schedule of Activities

For the Year Ended September 30, 2025

	Emergency Services Community Funds	Skill Up Program	Skill Up FNS	Fingerprinting	Toyota Community Care	Agency	Indirect Cost Pool	Organization Wide Sub-Totals
Program Code	09	042	143	500	076	010-990	012	
Program Year End	9/30/2025	9/30/2025	9/30/2025	9/30/2025	9/30/2025	9/30/2025	9/30/2025	
CFDA No.	N/A	93.558	10.561	N/A	N/A	N/A	N/A	
	Community Services	Community Services	Community Services	Community Services	Community Services	Mgt & General	Mgt & General	
Revenues and Gains								
Contributions								
Grant Revenue - Federal	$ -	$ 82,593.81	$ 1,428.78	$ -	$ -	$ -	$ -	$ 4,575,570.16
Grant Revenue - State	-	-	-	-	-	-	-	81,727.44
Local	6,333.31	-	-	6,569.00	-	47,001.14	-	102,829.30
Local - Non-Cash	-	-	-	-	-	-	-	967,394.85
Interest	-	-	-	1,773.37	-	1,488.11	-	3,261.48
Allocation Income	-	-	-	-	-	34,236.72	452,682.89	486,919.61
Program Income	-	-	-	-	-	-	-	201,584.97
Rental Income	-	-	-	-	-	-	-	95,085.00
Other Income	-	-	-	-	-	111,864.89	1,139.80	137,564.19
Total Revenues and Gains	6,333.31	82,593.81	1,428.78	8,342.37	-	194,590.86	453,822.69	6,651,937.00
Expenses								
Salary & Fringe	-	58,235.31	875.23	12,248.67	-	25,889.15	391,502.26	3,411,452.17
Salary & Fringe - Non Cash	-	-	-	-	-	-	-	921,483.68
Building Maintenance	-	2.78	-	-	-	(9.99)	2,575.45	85,730.89
Communication	-	289.26	-	-	-	-	3,988.77	41,676.33
Contract & Consulting	-	-	-	-	-	2,464.21	25,799.82	84,959.05
Depreciation	-	-	-	-	-	272,194.93	-	272,194.93
Indirect Costs	-	9,084.71	136.54	-	-	-	-	452,682.89
Insurance	-	-	-	-	-	3,232.83	15,896.23	106,418.39
Supplies	-	7,527.27	-	-	-	3,737.11	11,485.19	122,532.99
Supplies - Non Cash	-	-	-	-	-	-	-	33,001.76
Program Expenses	5,878.82	5,043.50	375.00	-	-	33,746.55	-	1,198,172.67
Rent/Space	-	-	-	-	-	965.00	1,523.65	39,435.18
Rent/Space - Non Cash	-	-	-	-	-	-	-	1,048.96
Training	-	1,141.43	-	-	-	16,977.42	47,598.57	136,942.49
Transfer to Other Programs	454.49	-	-	(3,906.30)	248.84	138,109.33	(77,951.79)	-
Travel	-	1,169.55	42.01	-	-	5,686.23	15,140.65	74,015.07
Travel - Non Cash	-	-	-	-	-	-	-	11,860.45
Utilities	-	-	-	-	-	-	3,092.53	64,874.58
Vehicle Maintenance and Repairs	-	-	-	-	-	2,883.82	2.74	6,840.12
Other	-	100.00	-	-	-	2,547.12	13,168.62	60,031.04
Total Expenses	6,333.31	82,593.81	1,428.78	8,342.37	248.84	508,423.71	453,822.69	7,125,353.64
Increase (Decrease) in Net Assets	-	-	-	-	(248.84)	(313,832.85)	-	(473,416.64)
NET ASSETS, Beginning of Year	-	-	-	-	248.84	3,266,542.15	-	3,603,652.09
NET ASSETS, End of the Year	$ -	$ -	$ -	$ -	$ -	$ 2,952,709.30	$ -	$ 3,130,235.45

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Combining Schedule of Activities
For the Year Ended September 30, 2025

Program Code / Program Year End / CFDA No.	Northeast Missouri Community Development Corporation (Housing)	Generally Accepted Accounting Principle Adjustments	Organization Wide Totals
Revenues and Gains			
Contributions			
Grant Revenue - Federal	$ -	$ -	$ 4,575,570.16
Grant Revenue - State	-	-	81,727.44
Local	-	-	102,829.30
Local - Non-Cash	-	(830,352.37)	137,042.48
Interest	-	-	3,261.48
Allocation Income	-	(486,919.61)	-
Program Income	-	-	201,584.97
Rental Income	-	-	95,085.00
Other Income	-	-	137,564.19
Total Revenues and Gains	-	(1,317,271.98)	5,334,665.02
Expenses			
Salary & Fringe	-	-	3,411,452.17
Salary & Fringe - Non Cash	-	(830,352.37)	91,131.31
Building Maintenance	-	-	85,730.89
Communication	-	-	41,676.33
Contract & Consulting	-	-	84,959.05
Depreciation	-	-	272,194.93
Indirect Costs	-	(452,682.89)	-
Insurance	-	-	106,418.39
Supplies	-	-	122,532.99
Supplies - Non Cash	-	-	33,001.76
Program Expenses	-	-	1,198,172.67
Rent/Space	-	(34,236.72)	5,198.46
Rent/Space - Non Cash	-	-	1,048.96
Training	-	-	136,942.49
Transfer to Other Programs	-	-	-
Travel	-	-	74,015.07
Travel - Non Cash	-	-	11,860.45
Utilities	-	-	64,874.58
Vehicle Maintenance and Repairs	-	-	6,840.12
Other	-	-	60,031.04
Total Expenses	-	(1,317,271.98)	5,808,081.66
Increase (Decrease) in Net Assets	-	-	(473,416.64)
NET ASSETS, Beginning of Year	-	-	3,603,652.09
NET ASSETS, End of the Year	$ -	$ -	$ 3,130,235.45

Schedule A

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
DOE
Subgrant Number: G24-EE0009912-3-15

RECONCILIATION OF REVENUES AND EXPENSES

FOR THE PERIOD OF July 1, 2024 to September 30, 2025

DIVISION OF ENERGY		SUBGRANTEE	
Beginning Fund Balance	0	Beginning Fund Balance	0
Revenue		Revenue	
Grant Income	173,215	Grant Income	173,215
Program Income	0	Program Income	0
Total Revenue	173,215	Total Revenue	173,215
Expenditures		Expenditures	
Administration	9,019	Administration	9,019
Insurance	12,265	Insurance	12,265
Financial Audit	1,950	Financial Audit	1,950
Leveraging	0	Leveraging	0
T&TA	7,613	T&TA	7,613
Program Operations	142,368	Program Operations	142,368
Total Expenditures	173,215	Total Expenditures	173,215
Ending Fund Balance	0	Ending Fund Balance	0
		Ending Cash on Hand	0
		Ending Inventory	0

Schedule A

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
DOE BIL
Subgrant Number: G22-EE0009997-15

RECONCILIATION OF REVENUES AND EXPENSES

FOR THE PERIOD OF July 1, 2022 to June 30, 2027

DIVISION OF ENERGY		SUBGRANTEE	
Beginning Fund Balance	0	Beginning Fund Balance	0
Revenue		Revenue	
Grant Income	374,277	Grant Income	374,277
Program Income	0	Program Income	0
Total Revenue	374,277	Total Revenue	374,277
Expenditures		Expenditures	
Administration	41,658	Administration	41,658
Insurance	8,061	Insurance	8,061
Financial Audit	0	Financial Audit	0
Leveraging	0	Leveraging	0
T&TA	21,949	T&TA	21,949
Program Operations	302,609	Program Operations	302,609
Total Expenditures	374,277	Total Expenditures	374,277
Ending Fund Balance	0	Ending Fund Balance	0
		Ending Cash on Hand	0
		Ending Inventory	0

Schedule A

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
LIHEAP
Subgrant Number: G25-LIHEAP-25-15

RECONCILIATION OF REVENUES AND EXPENSES

FOR THE PERIOD OF April 1, 2025 to June 30, 2026

DIVISION OF ENERGY		SUBGRANTEE	
Beginning Fund Balance	0	Beginning Fund Balance	0
Revenue		Revenue	
Grant Income	75,939	Grant Income	75,939
Program Income	0	Program Income	0
Total Revenue	75,939	Total Revenue	75,939
Expenditures		Expenditures	
Administration	4,176	Administration	4,176
Insurance	4,887	Insurance	4,887
Financial Audit	0	Financial Audit	0
Leveraging	0	Leveraging	0
T&TA	3	T&TA	3
Program Operations	66,872	Program Operations	66,872
Total Expenditures	75,939	Total Expenditures	75,939
Ending Fund Balance	0	Ending Fund Balance	0
		Ending Cash on Hand	0
		Ending Inventory	0

Schedule A

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
LIHEAP
Subgrant Number: G24-LIHEAP-24-15

RECONCILIATION OF REVENUES AND EXPENSES

FOR THE PERIOD OF October 1, 2023 to December 31, 2024

DIVISION OF ENERGY		SUBGRANTEE	
Beginning Fund Balance	0	Beginning Fund Balance	0
Revenue		Revenue	
Grant Income	106,191	Grant Income	106,191
Program Income	0	Program Income	0
Total Revenue	106,191	Total Revenue	106,191
Expenditures		Expenditures	
Administration	7,965	Administration	7,965
Insurance	3,203	Insurance	3,203
Financial Audit	0	Financial Audit	0
Leveraging	0	Leveraging	0
T&TA	3,985	T&TA	3,985
Program Operations	91,038	Program Operations	91,038
Total Expenditures	106,191	Total Expenditures	106,191
Ending Fund Balance	0	Ending Fund Balance	0
		Ending Cash on Hand	0
		Ending Inventory	0

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri
Schedule of Expenditures of Federal Awards
For the Year Ended September 30, 2025

Federal Grantor/Pass-Through Grantor/Program Title	Pass-Through Entity Identifying Number	Assistance Listing #	Provided to Subrecipients	Federal Expenditures
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES				
Direct Programs:				
Head Start Cluster				
Head Start	N/A	93.600	$ -	$ 2,341,038.38
Head Start	N/A	93.600	-	427,254.60
Total Head Start Cluster		TOTAL 93.600	-	2,768,292.98
Passed Through:				
State of Missouri Department of Social Services - Family Support Division				
Community Services Block Grant	PG282300013-FY23	93.569	-	303,126.47
Low-Income Home Energy Assistance Program (ECIP)	ER11023014	93.568	-	412,693.84
COVID19 - Low-Income Home Energy Assistance Program (ECIP)	ER11021014	93.568	-	154,488.77
State of Missouri Department of Economic Development				
Low-Income Home Energy Assistance Program	G-25-LIHEAP-25-15	93.568	-	75,939.00
Low-Income Home Energy Assistance Program	G-24-LIHEAP-24-15	93.568	-	13,476.76
		TOTAL 93.568	-	656,598.37
Missouri Community Action Network				
SkillUp Initiative	SKILLIPFY24-NEMO	93.558	-	82,593.81
Total U.S. Department of Health and Human Services			-	3,810,611.63
U.S. DEPARTMENT OF ENERGY				
Passed Through:				
State of Missouri Department of Economic Development				
Weatherization Assistance for Low-Income Individuals	G-24-EE0009912-3-15	81.042	-	143,449.54
BIL-Weatherization Assistance for Low-Income Individuals	G-22-EE0009997-15	81.042	-	89,263.56
		TOTAL 81.042	-	232,713.10
Total U.S. Department of Energy			-	232,713.10

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri
Schedule of Expenditures of Federal Awards
For the Year Ended September 30, 2025

Federal Grantor/Pass-Through Grantor/Program Title	Pass-Through Entity Identifying Number	Assistance Listing #	Provided to Subrecipients	Federal Expenditures
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT				
Passed-through:				
Missouri Housing Development Commission				
CHDO Forgivable Loan Program - Outstanding Loan Balances	Various	14.239	$ -	$ 2,441,500.00
Home Investment Partnership Programs	20-106-CRF	14.239	-	10,131.46
		Total 14.239	-	2,451,631.46
Total U.S. Department of Housing and Urban Development			-	2,451,631.46
U.S. DEPARTMENT OF AGRICULTURE				
Passed Through:				
Missouri Community Action Network				
SNAP Cluster				
SkillUp Initiative - FNS	SKILLIPFY24-NEMO	10.551	-	1,428.78
Total SNAP Cluster			-	1,428.78
State of Missouri Department of Health and Human Services				
Child and Adult Care Food Program	ERS46110069	10.558	-	155,551.83
Sponsoring Organizations of Family Child Care Homes	ERS46111735	10.558	-	365,133.36
		TOTAL 10.558	-	520,685.19
Total U.S. Department of Agriculture			-	522,113.97
Total Expenditures of Federal Awards			$ -	$ 7,017,070.16

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri
Schedule of Expenditures of Federal Awards
For the Year Ended September 30, 2025

Federal Grantor/Pass-Through Grantor/Program Title	Pass-Through Entity Identifying Number	Assistance Listing #	Provided to Subrecipients	Federal Expenditures

Note 1: Basis of Presentation

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

Note 2: Summary of Significant Accounting Policies

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

Note 3: Indirect Cost Rate

Northeast Missouri Community Action Agency has not elected to use the de minimis indirect cost rate allowed under the Uniform Guidance. The Organization does have a negotiated indirect cost agreement (NICRA).

Note 4: Loans

The accompanying schedule of expenditures of federal awards includes the outstanding balance at 09/01/2024 of CHDO forgivable loans because the Federal Government imposes continuing compliance requirements. Balance at 09/30/2025 was $2,441,500.00

JARRED, GILMORE & PHILLIPS, PA
CERTIFIED PUBLIC ACCOUNTANTS

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*

INDEPENDENT AUDITOR'S REPORT

Board of Directors
Northeast Missouri
Community Action Agency
Kirksville, Missouri

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*), the consolidated financial statements of Northeast Missouri Community Action Agency (a nonprofit organization), which comprise the consolidated statements of financial position as of September 30, 2025 and 2024, and the related consolidated statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the consolidated financial statements, and have issued our report thereon dated May 21, 2026.

Report on Internal Control over Financial Reporting
In planning and performing our audit of the consolidated financial statements, we considered the Organization's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization'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 consolidated 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 have not been identified.

Report on Compliance and Other Matters
As part of obtaining reasonable assurance about whether Northeast Missouri Community Action Agency's consolidated 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 consolidated financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

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

Jarred, Gilmore & Phillips, PA

JARRED, GILMORE & PHILLIPS, PA
Certified Public Accountants

Chanute, Kansas
May 21, 2026

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

INDEPENDENT AUDITOR'S REPORT

Board of Directors
Northeast Missouri
Community Action Agency
Kirksville, Missouri

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program
We have audited Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency's major federal programs for the year ended September 30, 2025. Northeast Missouri Community Action Agency'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, Northeast Missouri Community Action Agency complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended September 30, 2025.

Basis for Opinion on Each Major Federal Program
We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (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 Northeast Missouri Community Action Agency 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 Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency'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 Northeast Missouri Community Action Agency'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.

Purpose of this Report

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.

Jarred, Gilmore & Phillips, PA

JARRED, GILMORE & PHILLIPS, PA
Certified Public Accountants

Chanute, Kansas
May 21, 2026

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri

Schedule of Findings and Questioned Costs
For the Year Ended September 30, 2025

I. SUMMARY OF AUDITOR'S RESULTS

Financial Statements:
The auditor's report expresses an unmodified opinion on the consolidated financial statements of Northeast Missouri Community Action Agency.

Internal Control over Financial Reporting:

Material weakness(es) identified?	_______	Yes	___X___	No
Significant deficiencies identified?	_______	Yes	___X___	None Reported
Noncompliance or other matters required to be reported under *Government Auditing Standards?*	_______	Yes	___X___	No

Federal Awards:
Internal control over major programs:

Material weakness(es) identified?	_______	Yes	___X___	No
Significant deficiencies identified?	_______	Yes	___X___	None Reported

The auditor's report on compliance for the major federal award programs for Northeast Missouri Community Action Agency expresses an unmodified opinion.

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	_______	Yes	___X___	No

Identification of major programs:

U.S. DEPARTMENT OF AGRICULTURE
Child and Adult Care Food Program — Assistance Listing # 10.558

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Head Start Cluster — Assistance Listing # 93.600

The threshold for distinguishing Types A and B programs was $1,000,000.00.

Auditee qualified as a low risk auditee?	___X___	Yes	_______	No

II. FINANCIAL STATEMENT FINDINGS

None

III. FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

None

NORTHEAST MISSOURI COMMUNITY ACTION AGENCY
Kirksville, Missouri

Summary Schedule of Prior Audit Findings
For the Year Ended September 30, 2025

None