ANNUAL REPORT



2026

Community Action changes peoples live, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

AEOA

ARROWHEAD ECONOMIC OPPORTUNITY AGENCY

VISION

All people served will make measurable progress toward self-reliance or independence.

MISSION

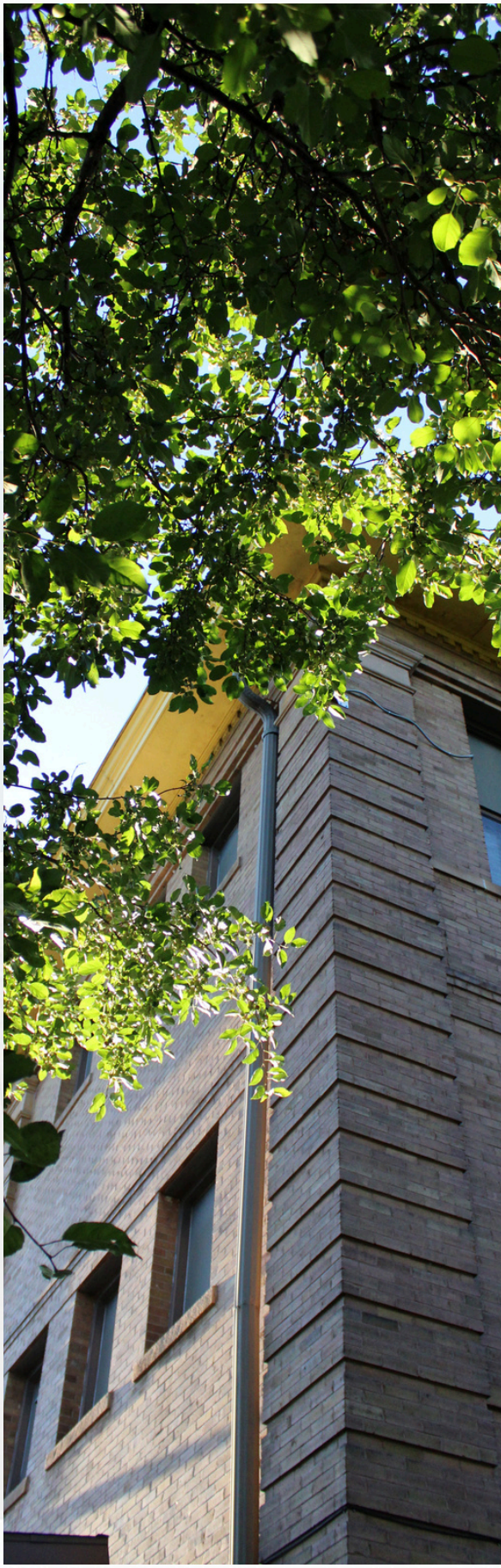
The mission of AEOA is to strengthen communities by providing opportunities for people experiencing social and economic challenges.

VALUES

Respect: *We value and respect the people we serve. When they succeed, we succeed.*

Stronger Together: *We believe in local wisdom and build coalitions with partners that move our mission forward.*

Believe: *We believe in our mission and support each other in our work.*



FOND FAREWELL: CHAIRMAN PASSES

2016 - 2026



The 2026 Annual Report is dedicated to Jeff Kletscher, who devoted so much of his life to AEOA. Jeff cared deeply about the people and communities we serve. He was a passionate advocate for our clients, genuinely cared about our staff, and was committed to helping AEOA fulfill its mission.

Jeff started on the Board in 2003 and had 10 years as Board Chair, his insight, guidance, and leadership helped move this organization forward and positioned AEOA to accomplish so many great things. He brought thoughtful perspective to every discussion. Jeff had an incredible ability to spot the smallest details others might miss and was never afraid to ask questions that ultimately made AEOA stronger.

The Community Action Promise starts with "Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live."

Jeff truly embodied this promise, and his life truly made a difference for individuals and families in our community.

"Alone we can do so little; together we can do so much."
-Helen Keller

Board of Directors

PUBLIC SECTOR

Paul McDonald
Jason Sjoblom
Dan Reed
Keith Nelson
Casey Venema*
Derrick Goutermont
Michael Kearney*
Michael Jugovich
Debra White

PRIVATE SECTOR

Laura Perry, Vice Chair
Steve Estey
Ben DeNucci
Robert Hietala, Treasurer
Heather Seppala
Cherie Averill Manner, Secretary
Tina Koecher
Gayle Goff
OPEN

COMMUNITY SECTOR

Kevin Adee, Chair
Romit Jha
Cathy Zelinski*
Les Northrup*
Rachael Johnson
Nathan Thompson
Crystal Royer
Dana Hiltunen
OPEN

A WORD FROM OUR EXECUTIVE DIRECTOR



This past year has been one of resilience, collaboration, and hope. At our core, Community Action is about people, neighbors helping neighbors, partners joining forces, and communities coming together to ensure that no one is left behind.

In 2026, we faced challenges that tested our creativity and determination. Rising costs of living, especially food and energy, housing instability and importantly reductions or changes to the funding we rely on have had an impact on the families we serve.

Yet, thanks to the dedication of our staff, the generosity of our supporters, and the strength of our community, we continue to turn obstacles into opportunities. We have made adjustments, pursued new funding sources, and kept our focus on improving the futures of those in need.

Together, we:

- Helped hundreds of families secure safe, stable housing.
- Maintained access to early childhood education, giving our youngest learners a strong start.
- Connected individuals with job training and employment opportunities that open doors to long-term stability.
- Provided essential resources from food assistance to energy support, ensuring basic needs were met.
- Weatherized, renovated and rehabilitated hundreds of homes, providing safety and security to those in need of energy-efficient, affordable housing.
- Provided transportation to thousands of riders over a 22,000-square-mile area.

Every number in this report represents a story, a parent who can now provide for their children, a senior who can stay warm through the winter, a young adult who found their first job. These successes belong to all of us.

As we look ahead, our mission remains clear: to empower individuals, strengthen families, and build a more equitable community. We know the road ahead will bring new challenges, but with your continued partnership, we will meet them with compassion, innovation, and unwavering commitment.

Finally, it is with great sadness that I share the passing of Jeff Kletcher, a valued member of our Board of Directors, for over 20 years, with the last 10 spent as our Board Chair. Jeff cared deeply about the people and communities we serve.

We are grateful for the time, wisdom, leadership, and friendship Jeff shared with us. We will honor his memory by continuing the work he cared so deeply about and serving our communities with the same commitment and compassion he demonstrated throughout his life.

Thank you for believing in our work and in the power of community. Together, we are not just responding to needs; we are creating lasting change.

Sincerely,
Mark L. Page

LEADERSHIP TRANSITIONS

Director of Senior and Nutrition Services

Carrie Pellinen was selected as the new Director of Senior and Nutrition Services. Carrie holds a bachelor's degree in business management and is pursuing a MBA in Leadership in Change.

She has worked for AEOA for the last two years and eight months in the Senior and Nutrition Services Department as the Volunteer Services Manager. Carrie is looking forward to helping grow programs within her department and providing better senior services, food access, and volunteer opportunities to our communities.

Outside of work, Carrie enjoys traveling, spending time with family, and continuing to learn and grow through new experiences. In three words, she would describe herself as passionate, thoughtful, and determined.



Marilyn Ocepek (left), Carrie Pellinen (right)

A Legacy of Leadership

After 55 years of dedicated service, Marilyn Ocepek retired from AEOA, leaving behind a remarkable legacy within the Senior and Nutrition Department and the communities they serve. Marilyn's journey with AEOA began in 1973 when she worked part-time while attending the University of Minnesota Duluth, where she earned her bachelor's degree in business administration. What started at the front desk greeting visitors grew into a career defined by leadership, advocacy, and an unwavering commitment to older adults throughout northeastern Minnesota.

Marilyn was instrumental in the growth and success of AEOA's Senior Nutrition Program, having been involved since its inception in 1973. She helped guide the program from its early days, when community dining was still a new concept, through decades of growth that expanded services across the region. In 1990, she served as National Nutrition Association Program Chair and led the first Minnesota conference, a significant accomplishment in an era before computers simplified event planning. Her dedication and impact were recognized in 2024 when she received the Steve Chadwick Advocacy Award for her outstanding commitment to community action and reducing poverty.

Marilyn understood better than anyone about the role nutrition programs play in supporting healthy, connected communities. She was passionate about ensuring seniors had access to nutritious meals, meaningful social connections, and the support needed to remain independent. Reflecting on the importance of the program, Marilyn shared, "Senior dining is important for a lot of folks. If they get out a couple times to have lunch with friends and socialize, that's important."

While Marilyn takes with her decades of knowledge, experience, and history that cannot be replaced, the foundation she helped build will continue to benefit older adults for generations to come. We are incredibly grateful for her leadership, dedication, and the lasting impact she has made on AEOA, the Senior Nutrition Program, and the countless individuals whose lives she touched throughout her extraordinary career.

PLANNING FOR THE FUTURE

This Spring, AEOA engaged with Minnesota Community Action Partnership (MinnCAP), a statewide association for Minnesota's community action agencies, to facilitate the development of a strategic plan to carry the Agency into the next five-year period.

The strategic planning process was conducted during a one full-day work session to:

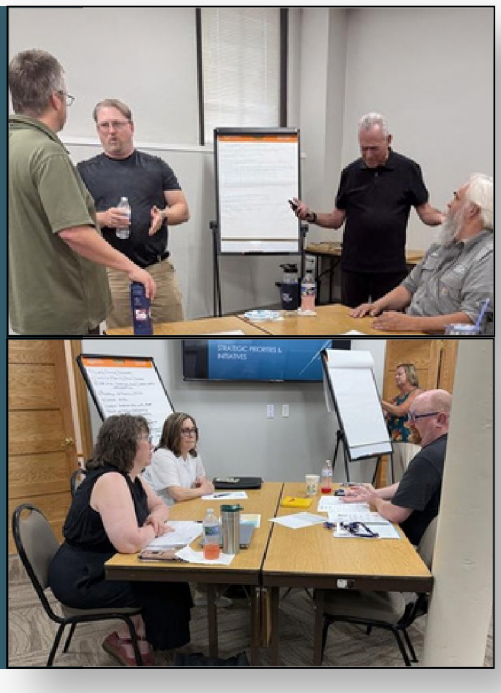
- Review Strategic Process and Requirements
- Conduct an Environmental Scan
- Do a SWOT Analysis
- Align Strategic Priorities

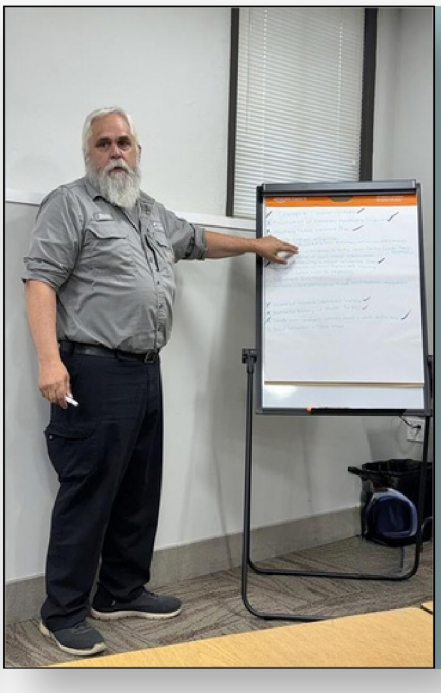
The process reaffirmed AEOA's mission statement and developed several strategic priorities for the organization. Action steps and outcomes to advance the strategic directions were established, and a five-year strategic framework was developed.

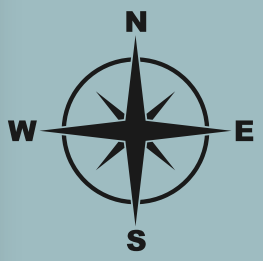
The strategic priorities identified that will guide the work are provided below.

Strategic Priorities

- Organizational Excellence: Build efficient, innovative, and integrated systems that strengthen agency operations
- People & Leadership: Develop an engaged Board, empowered workforce, and strong leadership
- Financial Stability: Ensure long-term financial health through diversified funding and strategic resource development
- Community Engagement and Partnerships: Strengthen relationships, increase visibility, and collaborate to address community needs
- Community Impact: Expand equitable access to services that improve the lives of individuals, families, and communities







WEBSITE REFRESH: ENHANCING ACCESS

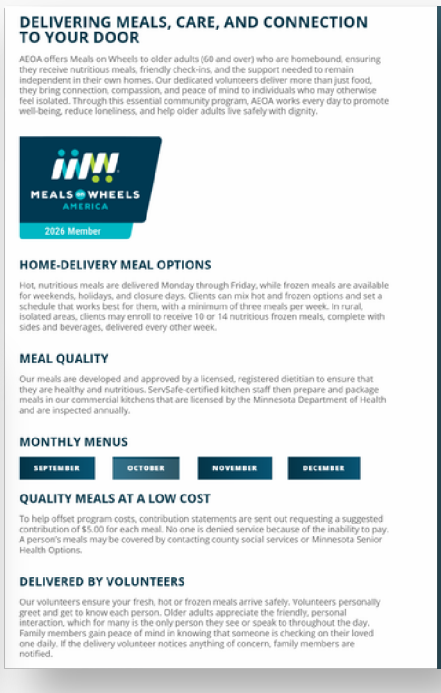
This year, AEOA launched a major update to the Agency's website, in partnership with W.A. Fisher Co., with the goal of making information, services, and resources easier to access for the communities we serve.

The redesigned site features improved accessibility tools, including large text, language translation options, and program-specific contact forms that route inquiries directly to the appropriate staff, helping individuals and families connect with assistance more quickly. Our staff have learned that many people are more willing to reach out for help when they don't have to pick up the phone, which is why the contact forms were created. The website also incorporates clearer navigation, enhanced visuals, and a more intuitive layout that makes it easier for users to find the information they need.

New features include a community resources page that shares vital local resources, a volunteer page, a careers page, a blog highlighting Agency news, and a secure employee portal for staff. Together, these improvements created a more user-friendly experience for community members, partners, volunteers, job seekers, and employees alike.

Bringing this vision to life has been a significant undertaking, and AEOA staff have faced challenges along the way as content, systems, and functionality have been developed and refined. While the website has come a long way, we recognize that there is still work to be done. AEOA will continue to evaluate the site's effectiveness, gather feedback from users, and make ongoing improvements to better meet the needs of our communities.





ADVANCING RURAL TRANSIT THROUGH TECHNOLOGY

This past year, Arrowhead Transit launched a new rider app and dispatch management system, representing one of the most significant technology upgrades in the agency's history. The investment enhances both the rider experience and day-to-day operations, helping Arrowhead Transit provide more responsive, efficient service across its ten-county region.

The new Arrowhead Transit app, available on the App Store and Google Play, allows riders to schedule trips from their phone, book rides in advance, track their vehicle in real time, and receive trip notifications and service updates. Riders who prefer to schedule by phone can continue to do so by calling 1-800-862-0175, ensuring transportation remains accessible to all users regardless of technology preferences.



Powered through Arrowhead Transit's partnership with The Routing Company and the Pingo platform, the new technology also supports the agency's internal dispatch and scheduling operations. On the operations side, the system provides dispatchers and drivers with improved tools for trip scheduling, routing, and communication, while also generating more detailed ridership data. This information will help the agency better understand travel patterns, report service information to MnDOT, and make future decisions about routes, service timing, and coverage based on the needs of riders throughout the region.

Rural transit operates differently than transit systems in urban areas. While metro systems often rely on fixed routes and high-density travel corridors, rural transit must be built around people, distance, and access. Service must reach communities spread across hundreds of miles, where a missed ride can mean a missed medical appointment, work shift, or educational opportunity. The new rider and dispatch systems are designed to help Arrowhead Transit better meet those challenges, making service more responsive to how riders actually use transportation across northeastern Minnesota.



"This is about improving how people access transportation in rural communities and making our system easier to use in everyday life. We serve a large region, and we know transportation is not optional for many of our riders. It is how people get to work, appointments, school, and stay connected to their communities."
- Brandon Nurmi, Director of Arrowhead Transit

ENERGIZING BUSINESSES, STRENGTHENING COMMUNITIES

This year marked a major milestone for the Business Energy Retrofit (BER) and Downtown Building Revitalization (DBR) programs. Since their inception, the two programs have collectively assisted 1,000 businesses, with the 1,000th business receiving support through the BER program.

Funded by Iron Range Resources and Rehabilitation (IRRR) and administered through a partnership with AEOA, the BER Program helps small businesses invest in energy-efficient upgrades that reduce operating costs, improve facilities, a nd support long-term sustainability.

Reaching 1,000 funded businesses reflects the program's impact on communities across the Iron Range and its role in helping businesses modernize, grow, and remain competitive.

Since the program started in 2013, BER grants have supported energy-efficient improvements ranging from lighting, insulation upgrades, heating, cooling, windows, doors, or renewable energy projects.

Through AEOA's partnership with IRRR, businesses throughout the region have leveraged BER/DBR funding to make investments, generating millions of dollars in total project investment while strengthening local economies and preserving community assets.







LEARNING BY DOING: BRINGING MOVEMENT AND ENGAGEMENT INTO THE CLASSROOM

A supplemental Head Start grant allowed Head Start to provide staff with an innovative training that was designed to strengthen classroom experiences for children in the program.

In March, approximately 80 early childhood educators and support staff from AEOA's Head Start program and a few other Head Start programs from across the state were able to experience a day of hands-on learning led by a nationally recognized early childhood consultant, Brandon Williams, from Early Childhood TLC.

Through an interactive "I am Moving, I am Learning" presentation, he taught innovative ways that music, movement, and engagement can support children's development, strengthen classroom routines, and improve learning outcomes. Instead of just sitting through a long day of training, our staff got to experience this firsthand. Teachers and classroom staff were up on their feet, singing, dancing, and moving between activities, learning exactly how they can implement these practices in their own classrooms.

By investing in training opportunities and staff development, Arrowhead Head Start continues to provide high-quality early childhood experiences that help children build the skills they need for success in school and beyond.





"This program has helped both me and my son in many ways, keep up the amazing work!"
- Head Start Parent



"I get to work with my team to create a safe, calm learning environment to build a foundation for preschoolers to be emotionally healthy learners. I love reading to them and having fun together."
- Jeanne Born, Classroom Assistant

COLLABORATION CREATES NEW OPPORTUNITIES FOR FAMILIES

After navigation delays from construction, permitting, and a few other hurdles, the new infant, toddler, and family resource center at the Virginia Housing and Redevelopment Authority (HRA) has officially opened its doors. This important community resource for the Quad Cities area has become a reality thanks to the commitment and collaboration of AEOA, Virginia HRA, and St. Louis County, and funding through DEED.

The collaboration is evidence that when you listen to community needs and work together with like resources, you can design an amazing space that provides families a space to access multiple services in one location. Designed as a one-stop resource for families, the facility provides access to multiple services in a single location.

This also marks a new start for Arrowhead Head Start, providing infant and toddler education in a center-based location.

To celebrate this milestone, an open house was held on August 25, welcoming community members to tour the space, learn about the available services, and see the impact this collaborative project will have for local families.

Families visiting the center can access

- Early childhood education and care
- Employment and training services
- Public health resources
- Community computer lab
- The Free Book Buggie







"This is a great example of how agencies can work together to provide much needed early childhood and community services in the City of Virginia."
-Dana Hiltunen, Executive Director at Virginia HRA

BUILDING CONFIDENCE, SKILLS, AND A BRIGHTER FUTURE

When Christina came to Adult Basic Education (ABE) in January 2025, she was seeking support to succeed in college while strengthening her foundational reading and math skills. Like many adult learners, she faced academic challenges and struggled with confidence. Through individualized instruction, encouragement, and consistent support from ABE, Christina was able to build both her skills and her belief in herself.

After focusing on strengthening her math foundation, Christina successfully completed Intermediate Algebra, Liberal Arts Math, and Beginning Statistics, earning an A in each course. Her dedication and perseverance led to her graduation from Minnesota North College-Itasca Campus in May 2026.

Today, Christina is continuing her education through Bemidji State University while working at Lakeview Behavioral Health. Driven by her own recovery journey, she is pursuing licensure as an Alcohol and Drug Counselor and hopes to one day open a recovery home to support others in need.

Even after graduation, Christina continues to utilize ABE services for academic support as she works toward her professional goals. Her story demonstrates how Adult Basic Education helps individuals gain the skills, confidence, and opportunities needed to succeed in school, careers, and life.









"Christina is making a meaningful difference in the lives of others through her resilience, compassion, and determination. We are incredibly proud of all she has accomplished."

- Emily Sundeen, Adult Education Instructor

OPENING DOORS TO OPPORTUNITY

Through education, personalized guidance, and homebuyer resources, AEOA's Homeownership Program helps individuals and families confidently navigate the path to homeownership and create a stable foundation for the future.

The program combines comprehensive homebuyer education with personalized one-on-one counseling. Through Home Stretch workshops, online learning opportunities, and individualized support from our accredited housing counselors, participants gain a deeper understanding of budgeting, credit, mortgage options, home inspections, and the steps involved in purchasing a home. Counselors work closely with each household to identify goals, address barriers, and develop practical action plans tailored to their unique circumstances. For income-qualified households, AEOA provides down payment and closing cost assistance, helping address one of the most significant barriers to purchasing a home.

By pairing financial assistance with education and counseling, the program helps ensure new homeowners are prepared not only to buy a home, but to maintain successful homeownership for years to come.

Through this combination of education, counseling, and financial support, AEOA's Homeownership Program continues to create pathways to stability and opportunity.

AEOA's commitment to expanding opportunities extends beyond traditional homebuyer services. Through a longstanding partnership with the Minnesota Department of Corrections, the program delivers homeownership education virtually to participants in the Challenge Incarceration Program at Minnesota Correctional Facility-Togo. These educational sessions provide valuable financial literacy and housing knowledge, helping participants build skills that support a successful transition back into their communities upon release.

MCF-Togo houses up to 90 adult male Challenge Incarceration Program (CIP) participants. CIP-Togo is a minimum-security boot camp program mandated by the Legislature in 1992 that allows non-violent individuals who qualify to earn early release through a six-month, intensive program for males who had non-violent drug and property offenses. Programming includes education, critical thinking skills development, chemical dependency programming, rigorous physical exercise, restorative justice work crews, and MINNCOR Industries firewood bundling for state parks.

Since 2022, AEOA's Homeownership Counselor has educated 85 CIP participants through 11 virtual classes at MCF-Togo.

DEPARTMENT OF CORRECTIONS



WHEN A MEAL DELIVERY BECOMES A LIFELINE

For many older adults, Meals on Wheels provides far more than a nutritious meal. Each delivery offers meaningful social interaction and an important wellness check that helps individuals remain safe, healthy, and independent in their own homes.

Many Meals on Wheels participants are more likely than their peers to live alone, making these regular connections especially valuable. Fifty-six percent (56%) of Older Americans Act Title III home-delivered meal participants live alone, highlighting the program's vital role in reducing social isolation and fostering a sense of community.

A Meals on Wheels volunteer played a critical role in ensuring a participant's safety this year. During a routine meal delivery, the volunteer found the participant after a fall that resulted in a head injury. Recognizing the urgency of the situation, the volunteer quickly contacted a nearby neighbor who helped provide access to the home and call emergency medical services. The volunteer's attentiveness, compassion, and quick action helped ensure the participant received the emergency care she needed.

Stories like this demonstrate the impact of Meals on Wheels beyond meal delivery. Volunteers often spend a few moments visiting with participants along their routes, building relationships while providing an important wellness check. These personal connections offer reassurance to participants and their loved ones and can make a life-saving difference when unexpected situations arise.

The U.S. Centers for Disease Control and Prevention reports social isolation and loneliness have been linked to increased risks of heart disease, stroke, type 2 diabetes, depression and anxiety, dementia, and premature death. Through regular contact with caring volunteers, Meals on Wheels helps combat loneliness, promote well-being, and provide peace of mind that someone is checking in.

For many recipients, a meal delivery is not only nourishment for the body, but also a friendly face, a meaningful connection, and a vital support that helps them age in place with dignity.



87%

of Older Americans Act (OAA) Nutrition Program home-delivered meal participants say knowing they will receive regular visits by the meals volunteer or driver has made them feel safer at home.

MAKING CONNECTIONS ONE LETTER AT A TIME



The start of the 26-27 school year marks the 25th anniversary of AEOA's intergenerational Pen Pal Program, a Volunteer Services initiative that has connected generations through letter writing for a quarter of a century. The program connects fourth-grade students with older adult volunteers through letter writing, helping students strengthen their reading and writing skills while building meaningful relationships across generations.

The program continues to grow, reaching 28 students at Lincoln Elementary in Hibbing and 75 students at North Star Elementary in Virginia this year. The Virginia program has more than doubled in size over the past two years, and this year, Jeff Teasck is welcoming all 75 students in his reading class to participate. More than 70 volunteers are writing letters this year.

The experience extends beyond the letters. At the end of each school year, AEOA hosts a special tea where students have the opportunity to meet their pen pals in person, creating a memorable celebration of the relationships they built throughout the year.

For Kelly Zieske, a teacher at Lincoln Elementary in Hibbing who has participated in the program for approximately 20 years, the impact of those connections has been especially meaningful:

"Reflecting on the last 20 years, I can honestly say that participating in the AEOA Intergenerational Pen Pal Program has been one of my most rewarding experiences as an educator. Every month, my students would eagerly await their pen pals' letters, thrilled to share the stories with their classmates. Throughout the year, they exchanged updates about school and daily life, building meaningful bridges across generations."

After 25 years, the Intergenerational Pen Pal Program continues to show the lasting impact of creating connections between generations. Each letter, and ultimately, each face-to-face meeting, gives students and older adults an opportunity to learn from one another, share their stories, and build relationships that can last well beyond the school year.

Meaningful Connections Across Generations



ACHIEVEMENTS

Certified Community Action Professional

Jill Clapsaddle, Carrie Pellinen, Emily Celley, and Lindsey Heisel have earned the Certified Community Action Professional (CCAP) credential. The CCAP credential recognizes individuals who have demonstrated knowledge and application of the core competencies required to effectively carry out the vision, mission, purpose, and values of the Community Action movement.



Jill Clapsaddle
Senior and Nutrition Services Manager



Carrie Pellinen
Director of Senior and Nutrition Services



Emily Celley
Chief Financial Officer



Lindsey Heisel
Human Resources Specialist

Retirements

Marilyn Ocepek - Senior & Nutrition Services
- 53 years

Betty Udovich - Senior & Nutrition Services
- 36 years

Lori Trenholm - Head Start
- 28 years

Debbie Avikainen - Head Start
- 16 years

25 Years of Service

Anna Palo - Human Resources
Tawnya Maras - Employment & Training

10 Years of Service

Duane Lindholm - Arrowhead Transit
Steven Bueltel - Arrowhead Transit
Timothy Blanchard - Arrowhead Transit
Wayne Steffens - Arrowhead Transit
Janice Rollins - Arrowhead Transit
Wayne Ausmus - Arrowhead Transit
Tami Streiff - Arrowhead Transit
Connie Andrews - Senior & Nutrition Services
Autumn Holweger - Housing Resources
Kristy Dobson - Employment & Training
Shelly Fechner - Housing Services
Ileigh Gorham - Head Start

OUR IMPACT

October 1, 2024 - September 30, 2025

22,188 Individuals served

507
households
obtained safe housing

326,704
nutritious meals
provided to seniors

7,210
households assisted
with utility payments

381
children provided
school readiness skills

913
individuals provided
job search coaching

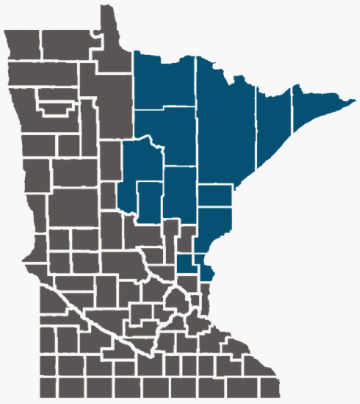
122,619
volunteer hours
donated to the agency

657
individuals increased skills
through basic education classes

508,451
transportation services provided
(bus rides, passes, and gas vouchers)



WHAT WE OFFER



Central Services

Guides, supports, and unifies AEOA services to maximize resources and ensure progress and accountability in carrying out the mission of the Agency.

- Administration
- Fiscal Services
- Human Resources
- Information Technology
- Planning
- AEOA Foundation Fund

Arrowhead Transit

To provide affordable, safe, accessible, public transportation and supports independent living and self-reliance.

- Arrowhead Transit
- Dial-a-Ride
- Medical Rides Program

Arrowhead Head Start

To work with young children and families on healthy prenatal and early childhood development, school readiness, and supporting their success in life.

- Early Head Start Center-Based
- Early Head Start Home-Based
- Preschool Center-Based
- Preschool Home-Based

Housing Services

To build communities by helping people meet their basic living needs; have affordable, quality housing, and to improve their quality of living.

- Energy Assistance
- Weatherization
- Single-family Rehab
- Second Chance Homes
- Business Energy Retrofit
- Downtown Building Rehab
- Septic Financial Assistance
- Rental Rehabilitation

Employment & Training

To enhance the employability and skills of individuals so that they may achieve their life goals.

- Adult Education
- Career Pathways
- Dislocated Worker Program
- English Language Learning
- Minnesota Family Investment Program (MFIP) Employment Services
- Supplemental Nutrition Assistance Program (SNAP) Employment Services
- Minnesota Family Resiliency Program
- Senior Employment Program
- YouthBuild
- Youth Independent Living Skills

Housing Resources

To empower communities by connecting people to programs that help them achieve their basic living needs, affordable housing, and improve their quality of life.

- Emergency Housing
- Transitional Housing
- Health Insurance Navigation
- Homeless Youth Housing
- Homeownership Education and Financial Assistance
- Homeless Prevention & Rehousing
- Permanent Supportive & Rental Housing

Senior & Nutrition Services

To help seniors live healthy, independent lives with nutritious meals and services.

- Bone Builders Classes
- Farmers Markets EBT
- Grocery Delivery Service
- Medical Loan Closet
- Frozen Bundled Meals
- Meals on Wheels
- Senior Dining
- Volunteer Services
- SNAP Outreach and Application Assistance
- Tax Preparation Assistance

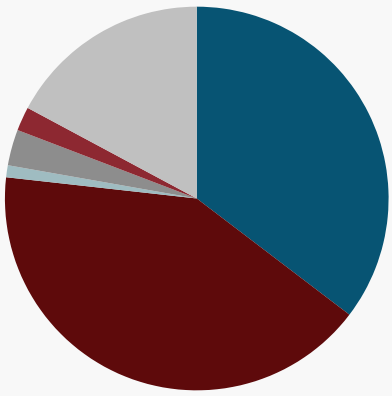
Aitkin - Carlton - Cass - Chisago - Cook - Crow Wing
Isanti - Itasca - Koochiching - Lake - Pine - St. Louis

FINANCIAL SUMMARY

The unaudited sources of revenue and annual expenditures by department.

Sources of Revenue

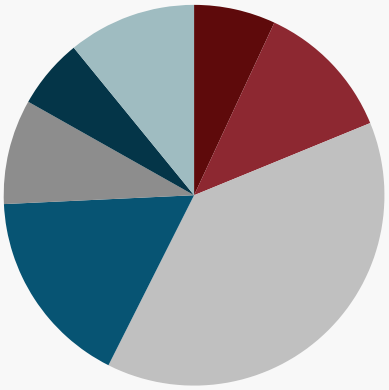
July 1, 2025 - June 30, 2026



Federal	$18,892,792
State	$22,335,551
County	$567,636
Private	$1,709,642
Donations	$1,216,183
Program Income	$9,162,088

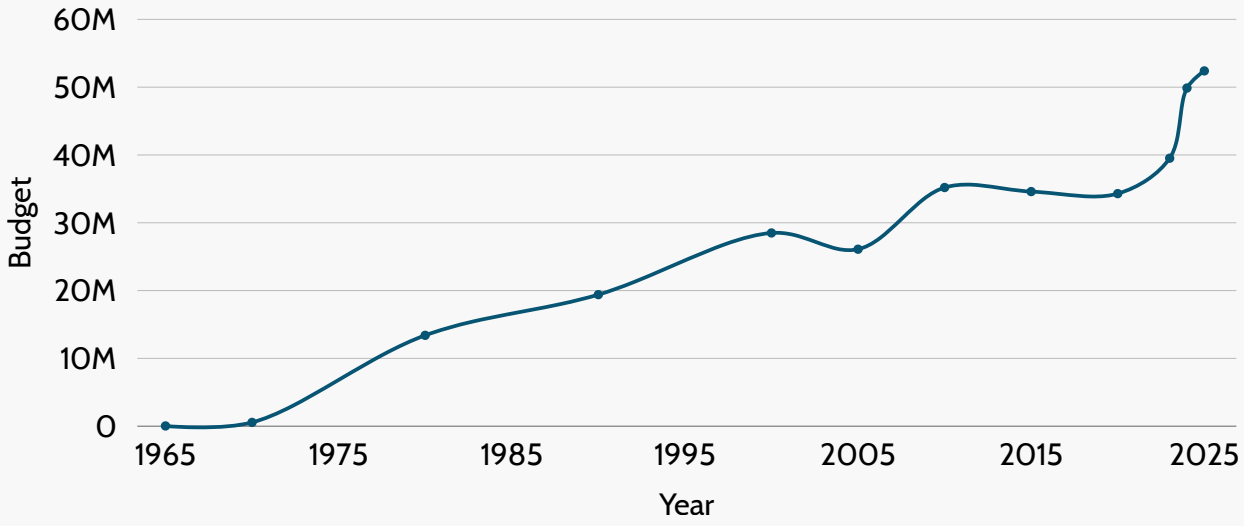
Expenditures by Department

July 1, 2025 - June 30, 2026



Central	$3,241,317
Employment & Training	$3,718,363
Head Start	$6,394,562
Housing Resources	$5,801,763
Housing Services	$9,061,509
Senior & Nutrition	$5,103,457
Arrowhead Transit	$20,855,460

Historical Levels of Funding



HELPING PEOPLE CHANGING LIVES



AEOA

ARROWHEAD ECONOMIC OPPORTUNITY AGENCY

702 3rd Ave S. Virginia, MN 55792

(800) 662 - 5711

www.aeoa.org