THE FIRST FOUR YEARS

The Department of Public Transformation
2018-2021
dear friends,

It is an honor to share the story of our first four years with you. To begin we must acknowledge the context in which we find ourselves: at the end of a full two years of grappling with the impacts of the ongoing pandemic, tensions caused by political and ideological divisions in our communities, unearthing of deep-rooted racial and geographic inequalities, and processing collective traumas from devastating natural and human-caused disasters. The Department of Public Transformation (DoPT) has been working to balance being adaptive and responsive to the needs of our region and our national field of practice while building a strong foundation based on the mission and values we hold at the center of our work. At times we have been successful in this endeavor, and at others, we have missed the mark. Yet, with gratitude, grit, and the ongoing support from our friends and collaborators—near and far—we have continued to learn and grow. We have continued to offer opportunities to gather—on front porches and Zoom rooms—to find moments of comfort in our collective grief and connection in our radical joy. With this First Four Years, we attempt to provide a comprehensive snapshot of our journey, so far. But, of course, a snapshot can only convey so much. We are always happy to share more of our story while sipping a warm beverage around a fire or over the rim of a glass in a digital happy hour. Thank you for being with us for our first four years and we look forward to having you with us for the next!

in gratitude,

ASHLEY HANSON
EXECUTIVE DIRECTOR, DOPT
OUR MISSION AND VISION

The Department of Public Transformation is an artist-led nonprofit organization that works to develop creative strategies for increased community connection, civic engagement, and equitable participation in rural places. Our vision is one where rural communities across the country acknowledge, support, and integrate art and artists as vital contributors to economic, community, civic, and social life.

We work nationally, regionally, and locally in ways that intertwine and grow. We believe that rural people and places have the answers they need to address community challenges, but economies of extraction and narratives of deficit have fragmented many of our communities. This prevents us from reimagining our rural spaces and sharing the knowledge, skills, and resources we have to dream and build an equitable and just future. We seek to support rural communities in identifying and leveraging resources through artist-led, creative, cross-disciplinary, and radically inclusive programs. We believe in celebrating rural culture and cultural workers by uplifting small-town stories and connecting people to each other and their places. In doing so, we are working to shift damaging dominant narratives of what it means to live and work in rural America.
OUR CORE VALUES

ACCESSIBLE PLAY
We believe play is an essential component of human connection to break down perceived barriers and make room for vulnerability; we utilize the power of play to ignite and inspire important connections, cultivate untapped creativity, and provide platforms for challenging conversations.

DEEP COMPASSION
We believe in having deep compassion for the people and places that we work with; we meet people where they are at; we strive for critical self-awareness; we do our best to act as responsible stewards of the land and her stories.

RECIPROCAL EXCHANGE
We believe that everyone has value to add; we view our work as a reciprocal exchange and not an extraction or dissemination of knowledge, skills, or resources; we work with, not for; we work together, always.

INTENTIONAL REPRESENTATION
We believe in intentionally providing intergenerational opportunities for women, non-binary people, people of color, LGBTQ2IA+, New American, and Indigenous community members to work towards equal representation in artistic and civic leadership; we strive to compensate artists equitably for their work.
OUR GUIDING PRINCIPLES

BUILD TRUST
We believe in leading with accountability to and for the people that we serve; we move at the speed of trust.

PRIORITIZE CONNECTIONS
We believe in being good neighbors and bringing good times to connect with each other across differences.

CULTIVATE CREATIVITY
We believe engaging our creativity leads to happier, fuller lives and more vibrant, welcoming communities.

SHIFT NARRATIVES
We believe that the story of rural communities must be told by people who live and work in rural communities; we believe geography must be considered in national conversations around equity and access to resources; we believe rural-urban solidarity is vital to moving forward together.

LEAD WITH LOVE
We believe in cultivating supportive, creative spaces and radically welcoming environments.
During times when our voices seem not to carry beyond our own fields and we cannot hear each other’s breath even among silence, hope drifts beyond winds, in between silos and winding roads.

It binds us, allows us to embrace, to feel even in isolation, filling us with gratitude so great that we are able to rise and stand firmly together.
While our organization was officially incorporated in July 2018, our work is built on a deep foundation of rural arts practice, a ten-year relationship with Southwestern Minnesota communities, and a 2017 investigative cross-country road trip to better understand the role artists play in connecting and supporting rural communities. Included here is a timeline highlighting some of our milestones, beginning with the year we became a nonprofit organization.
FEBRUARY
WE CAN! Collective holds first planning retreat

MARCH
DoPT participates in residencies at Iowa State University and Minnesota Dept. of Corrections

APRIL
The YES! House Design Charrette, Discovery Tours, and quiet phase of Capital Campaign begins

MAY
DoPT presents at ArtPlace & Rural Generation Summits in Mississippi

JUNE
Granite Falls CAIR Community Advisory Group begins meeting; DoPT hosts Civic Saturday at The YES! House

OCTOBER
WE CAN! Collective presents at Rural Arts & Culture Summit in Grand Rapids, MN

JULY
First DoPT Board retreat; Off the Clock virtual happy hours begin

NOVEMBER
The YES! House hosts design sharebacks based on community ideas and feedback

2019
MILESTONES
JANUARY
Begin partnership with Lead 4 Minnesota to mentor emerging rural civic artists

FEBRUARY
First Community Build Demolition Workshop at The YES! House

MARCH
First month of the COVID-19 pandemic; we collectively grapple with layers of uncertainty

APRIL
DoPT joined the Minnesota Rural Urban Exchange Design Team

MAY
George Floyd murdered in Minnesota; rural and urban artists collaborate to care for our communities

JUNE
Launch Dakota Community Artist-in-Residence program

JULY
Begin co-hosting Rural Arts Anti-Racism Meet-Ups with Springboard for the Arts; join Radical Equity in Philanthropy statewide working group

AUGUST
Dakota Community Artist-in-Residence exhibition held at The YES! House

SEPTEMBER
DoPT welcomes our first paid staff member, as well as the first Granite Falls City Artist-in-Residence

OCTOBER
All underground pipes replaced at The YES! House

DECEMBER
All underground pipes replaced at The YES! House

2020 MILESTONES
2021

MILESTONES

JANUARY
Windows replaced at The YES! House

FEBRUARY
Launch The Rural Reveal project in collaboration with Voices for Rural Resilience

MARCH
Certificate of occupancy for The YES! House apartments received

APRIL
COVID-19 vaccines become more widely available

JUNE
Support CivicLex on the launch of their Civic Artist-in-Residence program in Lexington, KY

JULY
Host Board Retreat in Granite Falls; soft launch of Capital Campaign

AUGUST
Launch the WE CAN! Event Series with a Summer Jam

OCTOBER
Complete first year of Granite Falls CAIR program

NOVEMBER
Launch Ignite Rural Program
PROGRAMMING

Our programs work to elevate, support, and connect rural artists with their communities on a regional and national level. Our key program areas intertwine and build upon each other to incorporate creative approaches in dynamic, responsive offerings for rural communities’ needs.

CONNECT

- Dakota Community Artist-in-Residence
- Ignite Rural Artist Residency
- Women’s Empowerment Creative Action Network (WE CAN!)
- Off the Clock and On the Clock Virtual Happy Hours and Learning Exchanges

CULTIVATE

- Rural Arts Anti-Racism Artist-led Virtual Event Series
- Rural Advocacy and Geographic Equity
- Civic Artist Mentorship

ACTIVATE

- Small Town Civic Artist-in-Residence (CAIR)
- Artist-led Community Design Process and The YES! House
- Rural Creative Building
- YES! Presents In-Person and Virtual Events

RECIPIROCAT

- Resource and Process Sharing
- Fiscal Sponsorship and Organizational Mentorship
- DoPT On the Road
Off the Clock and On the Clock are virtual networking spaces and learning exchanges for rural artists, cultural workers, and connectors on a regional and national level. Recognizing that we are often working in geographic isolation, Off the Clock offers a bimonthly informal space for rural practitioners across the country to connect around a virtual Happy Hour table. On the Clock is a bimonthly learning exchange that features the work of one or two Rural Rockstars for the purpose of inspiring a deeper dive conversation about the intersections of our field of practice in our respective communities. These spaces are co-hosted by Voices for Rural Resilience and the Rural Assembly, providing the opportunity to amplify the work that is happening in rural places, creating a strong network of cross-sector/cross-geography support and resource-sharing, and building relationships between rural artists across the country.
Artist-led Activation of Vacant Spaces reimagines the use of vacant spaces on rural Main Streets. Our pilot project—The YES! House—is a radically welcoming creative community gathering space in progress in Granite Falls, MN. It’s a creative economic development concept: transforming an underutilized, historic Main Street building into a multi-use facility for local residents to connect and create with each other. The programming and design of the space were determined through an Artist-led Design Process facilitated by local and national artists and architects from Homeboat and the Southwest Minnesota Housing Partnership, with support from ArtPlace America, beginning in 2018. Artist-led community engagement continued for one year before embarking on the design process with architect James Arentsen and architectural designer Miranda Moen. When finished the space will include an art exhibition and gallery space, a co-working space, an audio recording studio, a performance stage, a media lab and youth gaming area, a climbing wall, a yoga/movement studio, two apartments, and an artist studio workshop space!
The Dakota Community Artist-in-Residence program was a pilot project launched in the summer of 2020, supporting artist-led solutions to community challenges facing Pezihutazizi Oyate (Upper Sioux Community) and Cansa’yapi (Lower Sioux Indian Community) during the COVID-19 crisis. Three artists—Fern Cloud, Talon Cavender-Wilson, and Lisa Nez—participated in a two-week “at-home” artist residency with the goal of creating new works addressing the impacts of COVID-19 on their communities. Each artist used their unique medium to create an original work of art exploring themes of kinship, isolation, racism, tradition, and systemic inequities that have been amplified as a result of the pandemic. The artwork created was exhibited at The YES! House and in an online shareback with the artists. Dakota Community Artist-in-Residence was presented in partnership with Racing Magpie, Dakota Wicohan, Mni Sota Arts, and Pioneer PBS.

This program has since been expanded and renamed as the Ignite Rural program, supporting the work of BIPOC artists across Southwest Minnesota.
PLACES

DoPT is a multi-centered organization with its home base in the community of Granite Falls, MN. While we design, prototype, and implement many of our programs in and with the Southwestern Minnesota region, our work has a statewide and national presence. Our field-strengthening and advocacy work reaches and connects artists and communities across the country, while our “on the ground” programming can be found in places where we have developed deeper relationships. It is our intention to continue sharing and adapting the models and resources we develop locally with rural practitioners across the country. Included here are a few examples of this work in practice.

REGIONAL PARTNERSHIP
SOUTHWEST MINNESOTA

Our work in Southwest Minnesota includes an event series curated by the Women’s Empowerment Creative Action Network (WE CAN!)—a visioning and producing collective led by BIPOC and women rural artists that highlights and supports underrepresented voices (specifically women and non-binary artists, artists of color, and New American and Indigenous artists) while expanding the view of what the Minnesota experience looks like.
STATEWIDE PARTNERSHIP

REGION 5

Our statewide work includes cross-sector partnerships such as The Rural Reveal with Voices for Rural Resilience and Region Five Development Commission. This year-long, artist-led effort worked to deepen the understanding of what Central Minnesota residents are doing on a daily basis to advance equity and anti-racism work in their communities, as well as investigate what is needed to sustain this work moving forward.

NATIONAL PARTNERSHIP

KENTUCKY

Our national work includes knowledge and resource sharing, such as our partnership with CivicLex and Lexington-Fayette Urban County Government (LFUCG) to consult on the design, development, implementation, and evaluation of the Lexington Civic Artist Residency program. This program engaged three Fayette County-based artists—Hannah Allen, Debra Faulk, and Tony Gilmore—for one year of working with LFUCG employees to explore new ways to engage with city residents and celebrate the labor of city employees.
Because of our long and dedicated history in the rural arts field, we have deep relationships with the organizations and individuals doing cultural work in the places that need the most support. We believe that collaboration benefits everyone; the more we work together, the more our businesses, neighbors, and communities flourish and thrive. We partner with the express intent to equitably exchange resources and build our field on local and national levels. Here are some of the people and partners we have worked with over the past four years:

### ARTISTS

- Alex Young-Williams
- Ali Rogers
- Amanda Anderson
- Amanda Lovelee
- Andrea Duarte-Alonso
- Anna Claussen
- Anne O'Keefe
- Ben Dempcy
- Beth O'Keefe
- Bethany Lacktorin
- Betsy Pardick
- Brandi Turner
- Brian Laidlaw
- Carrie Speh
- Cassie Williams
- Cecilia Cornejo Sotelo
- Chris Martin
- Christina Nelson
- ChristinaMaria
- Xochitlizhuatl Patiño Houle
- Corbin LaMont
- Dani Prados
- Darwin Dyce
- Defrost Project
- Diana Oestreicher
- DJ McShellen
- Eliot Feenstra
- Elizabeth Anderson
- Ellie Moore
- Em Johnson
- Emma Woods
- Esmeralda Ziemer
- Fern Cloud
- Hamdi Kosar
- Hannah K. Holman
- Heidi Jeub
- Holly Doll | Anpao Win (First Light Woman)
- Jack Forinash
- Jaclyn Roessle
- James Arentson
- Jamie Horter
- Jessica Gorman
- Jessica Rohloff
- Joel Labat
- Julie Garreau | Wičhahpi Epahñ Wiŋ
- Karen Odden
- Kelle Jolly
- Kelly Gregory
- Khou Lor
- Kiran Sirah
- Kristofor Gieske
- Krishana Dempcy
- Lauren Carlson
- Lisa Nez
- Luwaina Al-Otai
- Marcus Young
- Maria Sykes
- Marlena Myles
- Mary Gillespie
- Mary Welcome
- Matthew Fluhraty
- Meghna Subba
- Michael Jacobs
- Michele Anderson
- Michele Huggins
- Miles Taylor
- Miranda Moen
- Nancy XiáoRong
- Valentine
- Nate Bauman
- Nicole Zempel
- Nik Nerburn
- Nikiko Masumoto
- Olga Nichols
- Oogie_Push
- Priscilla
- Gruendemann
- Rachel Engh
- Randi Carlson
- Ricardo Vazquez
- Ryan Meehan
- Saara Myrene
- Raappana
- Salma Ahmed Ibrahim
- Seitu Jones
- Sequoia Hauck
- Sharon Mansur
- Sharon Pazi Zea
- Spence Kroll
- Sun Yung Shin
- Suree Sompamitwong
- Talon Cavender-Wilson
- Tamara Isfeld
- Warren Montoya
- Wing Young Huie
- Zoe Minikes

If your name has been misspelled or omitted in error, please let us know so we can fix our mistake moving forward!
CURRENT STAFF

Ashley Hanson
Founder and Executive Director

Hannah K. Holman
Associate Director

Nancy XiaoRong Valentine
Communications Specialist

Holly Doll, Anpao Win
(First Light Woman) Ignite Rural Program Coordinator

Sarina Otaibi
Creative Rural Building Program Director

Tara Laidlaw
Contract Grant Writer

2021 BOARD OF DIRECTORS

Jessica Huang, Chair

Bethany Lacktorin

Cassie Williams

Heather McDougall

Lauren Carlson

Leah Cooper

Leu Solomon

Melissa Wray

Rachel Engh

Ashley Hanson
Ex-Officio, voting

Hannah K. Holman
Ex-Officio, non-voting

ALUMNI

Farhia Ali (Board Member), Courtney Bergey Swanson (Board Member), Jack Bunting (Contractor), Randi Carlson (Board Member), Elisabeth Fondell (Staff), Kyler Hanson (Contractor), Michele Huggins (Contractor), Tamara Isfeld (Board Member), Molly Johnston (Board Member), Ryan Meehan (Contractor), Ellie Moore (Board Member), Diana Oestreich (Board Member), Sarina Otaibi (Board Member), Laura Seter (Board Member), Miles Taylor (Contractor), Nicole Zempel (Contractor)
As arts and cultural workers, we listen to the stories that rural people and places tell about themselves and the stories that are told about them. We examine our role in shifting the damaging narratives of scarcity, isolation, and decline to those of abundance, connection, and hope. Our field is small, but mighty. We are a geographically disparate, yet socially close network that strives to operate from a place of collaboration rather than competition. DoPT works in collaboration with artists, cultural workers, and cross-sector partners across the country to provide opportunities to share what’s working and to amplify the stories that often go unheard.
A TOAST
WHITNEY KIMBALL COE

To you rural artists and culture-bearers who help us name and claim and make meaning.

To fine friends, fellows, and family who build up, stir up, gin up, mop up, and rise up.

To the words, songs, and food that soothe and sustain us.

To the potluck and good luck and grace that calls us to a bigger table.

To each of us who pass through fear, rage, and grief for the sake of hope, joy, and solidarity.

Onward, on the clock and off the clock and beyond the clock, we fly.

WHITNEY KIMBALL COE IS THE DIRECTOR AT THE CENTER FOR RURAL STRATEGIES
FIND HER AT @WHITNEYKCOE
Moving from artist-led, project-based dreaming to a sustainable organizational structure came with a strong learning curve and resource gap. We have felt the push/pull relationship between what is expected—by funders, stakeholders, etc.—and what we have had a realistic staff capacity for, acutely. We are working to grow our budget and team to meet the capacity necessary for the programs we offer.

With both a regional and national audience, consistent communication about project developments, achievements, and setbacks along the way has been a challenge exacerbated by the COVID-19 pandemic. The move to online events (while safest for the health of our community) created distance and disconnect from our neighbors with whom we have typically maintained deep relationships through in-person gatherings. Finding better ways to stay in clear and consistent communication with our community (both local and national) is a priority of ours for the years ahead.
VISION VS. REALITY

Having a bold vision that is fueled by passion, hope, and enthusiasm can be a benefit, but it can also create tension between the ambition we project and the reality of where we are at: a small, scrappy nonprofit that was primarily volunteer run until October 2020 and primarily operating on small, project-based grants. We are now in a position to grow our team and have enough experience behind us to have a clear view of the time and resources needed to do the work ahead.

TIMELINE SHIFTS

Setbacks in the timelines on some of our projects were compounded by the impacts of the COVID-19 pandemic. For example, increasing costs of material, availability of contractors, and postponing the public launch of our fundraising campaign put us 18-months behind our renovation goals for The YES! House. These shifting targets held a lot of disappointment. This coming year is a chance for us to reassess and recommit to more realistic timelines.

COMMITMENT TO EQUITY + LEARNING

DoPT has a white-led staff and is part of a deeply flawed sexist, ableist, and racist nonprofit system. We have benefited from that system in our access to resources. Our Equity and Engagement Committee provides ongoing assessment of equitable practices and accessibility throughout our operations and programs to hold us accountable. We also commit to equitably paying our collaborating artists and staff, intentionally pushing against the starving/martyr artist mentality, and we seek to model a compassionate and thriving culture of healthy work-life-art-play balance.
The following is an overview of our financials for our first four years of growth as an organization.

### Financials

#### 2018-2021 Income and Expense Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$17,331</td>
<td>$13,157</td>
</tr>
<tr>
<td>2019</td>
<td>$64,810</td>
<td>$37,655</td>
</tr>
<tr>
<td>2020</td>
<td>$264,409</td>
<td>$244,999</td>
</tr>
<tr>
<td>2021</td>
<td>$607,648</td>
<td>$376,463</td>
</tr>
</tbody>
</table>

#### Supporting Art

Dollars that went directly to supporting artists and their work

2018–2021

$515,978 to artists
RECIPEXAL EXCHANGE

As an organization that works locally, regionally, and nationally, we value radical exchanges of ideas and resources across geographic boundaries. This looks like:

- Bringing in national funding to spend in local economies
- Highlighting local and regional ideas, stories, and artists on a national level
- Celebrating local investment and engagement in programs collaboratively created with neighbors
- Sharing models, frameworks, and learnings from our regional work with a national field of practice
- Participating in advocacy and policy to work toward more geographic equity in resource distribution

WHERE THE MONEY COMES FROM

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minnesota</td>
<td>39%</td>
</tr>
<tr>
<td>Southwest MN</td>
<td>15%</td>
</tr>
<tr>
<td>Minnesota-At-Large</td>
<td>40%</td>
</tr>
<tr>
<td>National</td>
<td>45%</td>
</tr>
<tr>
<td>State</td>
<td>55%</td>
</tr>
</tbody>
</table>

WHERE THE MONEY GOES

<table>
<thead>
<tr>
<th>Destination</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minnesota</td>
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</tr>
<tr>
<td>Southwest MN</td>
<td>15%</td>
</tr>
<tr>
<td>Minnesota-At-Large</td>
<td>40%</td>
</tr>
<tr>
<td>National</td>
<td>19%</td>
</tr>
<tr>
<td>State</td>
<td>81%</td>
</tr>
</tbody>
</table>

STRINGS ATTACHED

Restricted Funds are dollars set aside for a specific purpose as designated by the donor. These funds present an incredible opportunity to support new and existing programs; however, they often don’t support vital expenses such as staffing costs and building infrastructure needed to publicly open The YES! House. (For example, why our rock climbing wall is nearly finished before the public restrooms.) The “strings attached” to these dollars mean that nonprofits don’t always get to do things in the order we want, so we get creative! **During DoPT’s first four years, 72% of our funding has been restricted.**
**Non-Profit Doesn’t Mean No Profit**

Sometimes non-profit organizations end the year with a budget surplus—this is a good thing! This might be due to the timing of grant dollars or pledges, funding restrictions, good stewardship of resources, or program growth. DoPT often receives grant dollars in one year that are intended to be spent on specific projects in the next. As a non-profit organization, we are legally and ethically obligated to allocate any surplus dollars to our mission, as well as honor any restrictions that exist.

### 2018 AT A GLANCE

#### INCOME
- Individual Contributions: $4,666
- Private Grants: $2,665
- Corporate Contributions: $10,000
- **Total Income**: $17,331

#### EXPENSE
- Salaries & Wages: $0
- Payroll Expenses & Fees: $0
- Consulting & Professional Services: $0
- Program Contractors: $1,700
- Program Expenses: $10,320
- Insurance: $610
- Licenses & Permits: $76
- Marketing & Communications: $0
- Operations Expenses: $173
- Travel & Meetings: $0
- Utilities: $278
- **Total Expense**: $13,157
- **Net**: $4,174

---

**Huge Thanks**

We logged approximately 1,770 volunteer hours in 2018!

**Level Up**

DoPT is officially incorporated as a nonprofit in July 2018!
### INCOME
- Individual Contributions: $5,889
- Private Grants: $27,871
- Public Grants: $24,500
- Earned Income: $6,550

**TOTAL INCOME**: $64,810

### EXPENSE
- Salaries & Wages: $0
- Payroll Expenses & Fees: $0
- Consulting & Professional Services: $12,654
- Program Contractors: $15,018
- Program Expenses: $6,712
- Insurance: $598
- Marketing & Communications: $100
- Operations Expenses: $50
- Property Tax: $400
- Travel & Meetings: $1,619
- Utilities: $504

**TOTAL EXPENSE**: $37,655

**NET**: $27,155

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**2019 AT A GLANCE**

**$62,918**

73% of overall spending directly supported artists and arts organizations!

**HUGE THANKS**

We logged approximately 2,410 volunteer hours in 2019

**GET TOGETHER**

In 2019, DoPT hosted 7 virtual events, 22 in-person events, and delivered 14 public presentations in 6 different states.

**PLUS $51,000 MANAGED FOR FISCALLY SPONSORED PROJECTS**
INCOME
Individual Contributions $15,851
Private Grants $134,505
Public Grants $66,608
Corporate Contributions $1,000
Earned Income $46,445
TOTAL INCOME $264,409

EXPENSE
Salaries & Wages $6,300
Fringe Benefits $268
Payroll Expenses & Fees $852
Consulting & Professional Services $10,831
Program Contractors $154,046
Program Expenses $58,239
Insurance $1,071
Licenses & Permits $3,757
Marketing & Communications $4,306
Operations Expenses $534
Property Tax $788
Travel & Meetings $1,886
Artist Project Budgets $1,200
Utilities $921
TOTAL EXPENSE $244,999
NET $19,410

PLUS $145,965 MANAGED FOR FISCALLY SPONSORED PROJECTS

2020 AT A GLANCE

53% of overall spending directly supported artists and arts organizations!

LEVEL UP
This is the first year we had a paid staff member — starting in October 2020!

GET TOGETHER
DoPT participated in a total of 831 Zoom Meetings in 2020...
WE NEVER WANT TO DO THAT MANY EVER AGAIN!
## INCOME

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Contributions</td>
<td>$38,467</td>
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<tr>
<td>Private Grants</td>
<td>$412,000</td>
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<tr>
<td>Public Grants</td>
<td>$84,006</td>
</tr>
<tr>
<td>Corporate Contributions</td>
<td>$10,000</td>
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<tr>
<td>Earned Income</td>
<td>$62,675</td>
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<tr>
<td>Event Sponsorship</td>
<td>$500</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>$607,648</strong></td>
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</table>

## EXPENSE

<table>
<thead>
<tr>
<th>Category</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
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<tr>
<td>Fringe Benefits</td>
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<tr>
<td>Payroll Expenses &amp; Fees</td>
<td>$8,360</td>
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<tr>
<td>Consulting &amp; Professional Services</td>
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<tr>
<td>Program Contractors</td>
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<td>Program Expenses</td>
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<td>Insurance</td>
<td>$1,452</td>
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<tr>
<td>Marketing &amp; Communications</td>
<td>$2,949</td>
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<tr>
<td>Operations Expenses</td>
<td>$410</td>
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<tr>
<td>Property Tax</td>
<td>$857</td>
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<tr>
<td>Travel &amp; Meetings</td>
<td>$4,670</td>
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<tr>
<td>Artist Project Budgets</td>
<td>$23,598</td>
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<tr>
<td>Utilities</td>
<td>$8,388</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSE</strong></td>
<td><strong>$376,463</strong></td>
</tr>
</tbody>
</table>

**NET**

**$231,185**

PLUS $135,000 MANAGED FOR FISCALLY SPONSORED PROJECTS

## 2021 AT A GLANCE

- **$248,400**
  - 49% of overall spending directly supported artists and arts organizations!

- **LEVEL UP**
  - Our staff increased from 0.375 FTE in 2020 to 2.1 FTE in 2021

- **CELEBRATE**
  - We paid 59+ artists in 2021
**DOPT BALANCE SHEET**

AS OF DECEMBER 31, 2021

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$320,321</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$96,785</td>
</tr>
<tr>
<td>Property</td>
<td>$7,800</td>
</tr>
<tr>
<td>Buildings</td>
<td>$20,100</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>***</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$445,006</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$45,182</td>
</tr>
<tr>
<td>Loans Payable</td>
<td>$90,000</td>
</tr>
<tr>
<td>Net Assets &amp; Income</td>
<td>$309,824</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; NET ASSETS</strong></td>
<td><strong>$445,006</strong></td>
</tr>
</tbody>
</table>

**WHAT IS A BALANCE SHEET?**

A balance sheet is a snapshot of a moment in time. It gives an idea of the financial worth of an organization (assets and liabilities) on a given day.

**IN APPRECIATION OF ACCUMULATED DEPRECIATION**

When a nonprofit organization owns a building or a piece of equipment that they are going to use over an extended period of time, they want to see that reflected in their financial information. Depreciation is the accounting mechanism used to record the decrease in value over time. As a young organization, we’re still learning (and depreciation is a pretty complex concept!) so we’re working with Propel Nonprofits to understand how to correctly record depreciation in the future. We’ve included a placeholder to show our appreciation of accumulation depreciation!
Over the last four years, DoPT has been working toward the public launch of the Say YES! Creative Capital Campaign (an ambitious endeavor for a young organization!) to support the renovation and operations of The YES! House. We intended to launch the campaign in the spring of 2020—on the cusp of the emerging COVID-19 pandemic—and made the difficult decision to postpone. We continued moving forward with building infrastructure work and construction projects made possible by restricted grants. In August 2021, we planned to re-launch the campaign both online and in-person; however, with the rise in COVID-19 cases in Minnesota and feedback from local residents and partners, we again made the decision to postpone until February 2022. In the meantime, we have been working diligently to clarify our financial projections and reports with updated information, respond to community feedback by realigning our overall Capital Campaign budget, and identify strategies for increased community engagement.

Thanks to early support, we’re over 35% of the way to our goal as of December 31, 2021!

Learn more at theyeshouse.org
Our work is supported by grant funds, corporate donations, and generous support from individuals across the country. These resources enable us to move our mission forward and get our work done. Your support makes this work possible, and we are so honored to be in community with you. Thank you!

**FOUNDATION CONTRIBUTORS**
- ArtPlace America
- Blandin Foundation
- Blue Cross Blue Shield
- Center for Rural Strategies
- Granite Falls Foundation
- Institute for Agriculture and Trade Policy
- Jeannette and Curt Olson Foundation
- Jerome Foundation
- Mardag Foundation
- McKnight Foundation
- Minnesota Humanities Center
- Saint Paul & Minnesota Foundation
- Southwest Initiative Foundation
- United Way of Southwest Minnesota

**CORPORATE DONORS**
- C.H. Robinson
- Granite Falls Bank
- Mighty Cause
- University of Minnesota

**GOVERNMENT GRANTS**
- Minnesota State Arts Board
- National Endowment for the Arts via Arts Midwest
- National Endowment for the Arts via City of Granite Falls
- Small Business Administration (PPP)
- Southwest Minnesota Arts Council

**GRANTS**
- **32** GRANTS AWARDED
- **38** GRANTS DENIED
- **7** GRANTS PENDING
- **77** TOTAL GRANTS APPLIED
PRIVATE DONORS

Adam Bright
Alan Berks
Amanda Anderson
Anna Claussen
Anne Dybsetter
Anonymous
Ashley Hanson
Ayumi Hori-Shafer
Benya Kraus
Bethany Lacktorin
Betsy Roder
Bill and Francie Parr
Carl Atiya Swanson
Cassie Williams
Cheryl Manalo
Chris Hanson
Courtney Bergey Swanson
Dan Baum
David Harty
David Haukaas
Debra Mortenson
Diane Ladner
Duaine and Kathie Kimpling
Elisabeth Crane
Emily Siegel
Erin Barnes
Hannah K. Holman
Jack Forinash
Jane Leonard, in memory of Art and Hazel Berg
Jean Lisa Eis
Jennifer Lamb
Jessica Huang
Jianhua Qian
John Cary
John Virnig, in memory of Steve Virnig
Jordan Hagert
Judi Bohm
Justin Lansing
Kaisa Adams
Karen Odden
Kathy Mouacheupao
Kristofor Gieske
Laura Feely
Leah Cooper
Leu Solomon
Lisa Kvatum, in memory of Edwin Kvatum
Linda Virnig, in memory of Steve Virnig
Margaret Khali
Margo Gray
Mary Gillespie
Matthew Johnson
Megan Hurtt
Melissa Wray
Michael Laine
Molly Johnston
Natalie Heneghan
Pat Kubly, in memory of Gary Kubly
Paul Engh
Paula Nemes
Peter Finch
Phil and Mary Kelly, and Barb Benson
Philip Zachman
Rachel Engh
Rachel Schwalbach
Sandra Jeremiason
Sharon Anderson
Sharon Mansur
Susan Selden
Topper Anton
Tara Laidlaw
Wesley Creigh

If your name has been misspelled or omitted in error, please let us know so we can fix our mistake moving forward!

To join these generous supporters with a tax-deductible contribution, please visit our website or give us a call at 320-204-6631.
Thank you!

Thank you, friend, for taking the time to review this snapshot of our first four years. We believe that rural creative leaders can help us achieve radically transformative results that can be adopted, adapted, and implemented for long-term change throughout our region. We believe rural artists and cultural workers have the ideal skill sets, creativity, and adaptability needed to step up as leaders in this challenging time. We believe that a more vibrant and welcoming future is possible when we imagine and create it, together. And, we want you to join the movement! This is just the beginning...

with gratitude & grit,

The Department of Public Transformation
COLLABORATE WITH US!
DoPT knows the value of collaboration; it is at the core of all we do. Every person who contributes to our mission—with their ideas, energy, enthusiasm, or financial support—becomes a collaborator of our organization, supporting the field of arts and culture to create more equitable and enjoyable futures for rural places. We thank you for your ongoing support! And, we would love to keep visiting with you! Give us a call or drop us a note to see when we will be in!

THE YES! HOUSE
726 Prentice Street
Granite Falls, MN 56241
(320) 204-6629
hello@publictransformation.org

www.publictransformation.org
www.theyeshouse.org

DOPT'S FEDERAL EMPLOYER IDENTIFICATION NUMBER (EIN) IS 83-0770235.

ACKNOWLEDGEMENTS
This report was prepared by Department of Public Transformation staff.

This report was designed by Mary Welcome.
More at bangbangboomerang.com

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THE FIRST FOUR YEARS
DOPT 2018-2021