



Traverse City Arts Commission Regular Meeting

October 19, 2022

3:30 pm

2nd Floor Committee Room, Governmental Center
400 Boardman Avenue
Traverse City, Michigan 49684

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If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

The City of Traverse City is committed to a dialog that is constructive, respectful and civil. We ask that all individuals interacting verbally or in writing with the Commission honor these values.

Traverse City Arts Commission:
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303 E State St. STE C
Traverse City, MI 49686

Welcome to the Traverse City Arts Commission meeting!

Agenda

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1. CALL TO ORDER, ATTENDANCE, ANNOUCEMENTS	
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2. CONSENT CALENDAR	
A. Consideration of Approving the July 20, 2022 Arts Commission Meeting Minutes (approval recommended) - Burkholder July 20 2022 Art Commission Draft Meeting Minutes (PDF)	5 - 7
B. Consideration of Approving the September 21, 2022 Arts Commission Meeting Minutes September 21 2022 Arts Commission Meeting Minutes (PDF)	9 - 11
C. Considerations of Approving the September Arts Commission Financials (approval recommended) - Burkholder Arts Commission Financials September 2022 (PDF)	13
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3. OLD BUSINESS	
A. Art on the TART Project Update ART on the TART Project Update Memo (Burkholder) - PDF	15
B. Banner Initiative Project Update Banner Initiative Project Update Memo (Burkholder) - PDF	17 - 18
C. Paint it Forward Grant Program Update Paint It Forward Project Update Memo (Burkholder) - PDF Paint It Forward Draft Application - PDF Paint It Forward Draft Financial Report Form - PDF	19 - 23
D. Petrakovitz Rotating Exhibit Revolving Art Installation Memo (Burkholder) - PDF	25 - 26
E. Mural Project Discussion Mural Project Update Memo (Burkholder) - PDF	27
F. Strategic Planning Discussion Strategic Planning Update Memo (Burkholder) - PDF TCAC External Scan Summary (Motil) - PDF	29 - 34
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4. NEW BUSINESS	
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5. PUBLIC COMMENT

- A. General
- B. Commissioners

6. ADJOURNMENT



CITY COMMISSION

GOALS & OBJECTIVES

2022-2023



HOUSING & HOMELESSNESS

Increase opportunities for more diverse housing through public and private options.



ACCESS & MOBILITY

Invest in multi-modal mobility strategies and existing and future infrastructure so that individuals of all ages, abilities and income have a network of complete, barrier free, safe, year round access to our community's amenities and basic needs.



CONNECTING PEOPLE WITH EACH OTHER AND NATURE

Invest in facilities and amenities in order to create vibrant City spaces that connect all people to nature and to each other.



ECONOMIC DEVELOPMENT

The City will foster economic development by adopting a growth mentality and by conserving and maintaining natural resources. It will work with partners to invest in and maintain amenities that support a wide variety of industries, build the workforce, and attract well-paying jobs with the region's future in mind.



WATER SYSTEMS

Proactively and consistently maintain, conserve, and manage water and water systems to reduce harm to the systems themselves as well as public health and safety.



CLIMATE CHANGE

Address climate within all of our City priorities, goals, policies, and actions.



**Minutes of the
Arts Commission for the City of Traverse City
Regular Meeting
July 20, 2022**

A regular meeting of the Arts Commission of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 3:30 p.m.

The following Commissioners were in attendance: Commissioner Stanley, Commissioner Walter, Commissioner Niemi, Commissioner Nance, Commissioner Early, Commissioner Amundson

The following Commissioners were absent: Commissioner Hoisington

Chairperson Amundson presided at the meeting.

(a) **CALL TO ORDER, ATTENDANCE, ANNOUNCEMENTS**

- (1) Motion to amend the agenda to move general public comment after the consent calendar

Moved by Roger Amundsen, Seconded by Steve Nance

Yes: Ashlea Walter, Chelsie Niemi, Roger Amundsen, Mi Stanley, Caitlin Early, and Steve Nance

Absent: Joshua Hoisington

CARRIED. 6-0-1 on a recorded vote

(b) **CONSENT CALENDAR**

- (1) Consideration of approving the June 15, 2022 Arts Commission Meeting Minutes (approval recommended) Burkholder
- (2) Consideration of approving the June 2022 Arts Commission Financials (approval recommended) (Burkholder)

- (3) Motion to approve the Consent Calendar
Motion to approve the consent calendar

Moved by Ashlea Walter, Seconded by Caitlin Early

Yes: Ashlea Walter, Chelsie Niemi, Roger Amundsen, Mi Stanley, Caitlin Early, and Steve Nance

Absent: Joshua Hoisington

CARRIED. 6-0-1 on a recorded vote

(c) **PUBLIC COMMENT**

(1) General

Tim Keenan, from Veterans for Peace, provided a brief overview of their desired project

(2) Commissioners

(d) **OLD BUSINESS**

(1) Art on the TART Project Selection

That the Traverse City Arts Commission select Lois Teicher for the 16th Street Art on the TART project and enter into a contract of not more than \$16,400 with said artist subject to approval by the City Manager and City Commission.

Moved by Roger Amundsen, Seconded by Ashlea Walter

Yes: Ashlea Walter, Chelsie Niemi, Roger Amundsen, Mi Stanley, Caitlin Early, and Steve Nance

Absent: Joshua Hoisington

CARRIED. 6-0-1 on a recorded vote

(2) Banner Initiative and RFP

Burkholder noted the RFP for the Banner Installation Project was extended to August 14th

(3) Strategic Planning Update

Burkholder noted the update from Ms. Motil regarding the survey, which should be distributed the week of July 25th

(e) **NEW BUSINESS**

(1) Introduction of Jessica Kooiman Parker - Alluvian

(2) Commissioner Comment

Commissioners discussed the desire to review formal materials for the Mural Project.

Mr. Burkholder noted he would have those materials ready for review for the August meeting.

(f) **ADJOURNMENT**

(1)

Motion to adjourn

Motion to adjourn

Moved by Caitlin Early, Seconded by Roger Amundsen

Yes: Ashlea Walter, Chelsie Niemi, Roger Amundsen, Mi Stanley, Caitlin Early, and Steve Nance

Absent: Joshua Hoisington

CARRIED. 6-0-1 on a recorded vote

Roger Amundson, Chairperson

Draft



**Minutes of the
Arts Commission for the City of Traverse City
Regular Meeting
September 21, 2022**

A regular meeting of the Arts Commission of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 3:30 p.m.

The following Commissioners were in attendance: Commissioner Stanley, Commissioner Niemi, Commissioner Amundson, Commissioner Early, Commissioner Hoisington

The following Commissioners were absent: Commissioner Walter, Commissioner Nance

Chairperson Amundson presided at the meeting.

(a) **CALL TO ORDER, ATTENDANCE, ANNOUCEMENTS**

(b) **CONSENT CALENDAR**

- (1) Consideration of Approving the July 20, 2022 Arts Commission Meeting Minutes (approval recommended) - Burkholder
- (2) Consideration of Approving the July 2022 Arts Commission Financials (approval recommended) - Burkholder
Motion to Move Jessica Kooiman after the consent calendar and approve the consent calendar.
Motion failed for lack of quorum
Commissioner joined the meeting at 3:45

(c) **OLD BUSINESS**

- (1) Introduction of Jessica Kooiman Parker from Alluvian

Ms. Kooiman provided an introduction and opportunity to collaborate with CommonGround

- (2) Art on the TART Project Update

Mr. Burkholder provided an update on the status of the 16th street art installation and noted he would get back (through email) with commissioners on Thursday with an update regarding the city facilitating the installation of the footer.

(3) Banner Initiative Project Update

Mr. Burkholder provided a brief summary of the banner project as commissioners agreed to the following:

Mr. Burkholder would reach out Justin Work and the Children's House Middle School
Commissioner Hoisington would reach out to Interlochen students
Commissioner Early would reach out two local artists

(4) Strategic Planning Update

Ms. Motil facilitated a discussion on the survey/outreach efforts

(d) NEW BUSINESS

(1) Mural Project Discussion

Mr. Burkholder noted the Arts Commission did not receive the MACC grant and then provided an outline for a mural festival.
Commissioners agreed that Mr. Burkholder would bring a framework for such a festival to the October Board Meeting.

(2) Paint it Forward Grant Program

Mr. Burkholder discussed the Paint It forward application language.
Commissioners agreed to add a 25% match to the application and that it could include operational costs.

(3) Petrakovitz Rotating Exhibit

Mr. Burkholder noted he would reach out to the artist to determine if he would be interested in extending his contract and then would determine the best way to move forward with an RFP

(e) PUBLIC COMMENT

(1) General

Mr. Burkholder noted he talked with City parks and Recreation about Arts Commission budget dollars dedicated to city parks.

(2) Commissioners

(f) **ADJOURNMENT**

(1) Motion to Adjourn

Moved by Roger Amundsen, Seconded by Caitlin Early

Yes: Chelsie Niemi, Roger Amundsen, Mi Stanley, Caitlin Early, and
Joshua Hoisington

Absent: Ashlea Walter and Steve Nance

CARRIED. 5-0-2 on a recorded vote

Roger Amundson

Draft

GL NUMBER	DESCRIPTION	2022-23YTD BALANCE		ACTIVITY FOR			% BDGT USED
		UNDEDED BUDGET	09/30/2022	MONTH 09/30/22	ENCUMBERED EAR-TO-DATE	ENCUMBERED BALANCE	
Fund 282 - PUBLIC ARTS COMMISSION FUND							
Revenues							
Dept 000 - NON-DEPARTMENTAL							
282-000-674.000	CONTRIBUTIONS-PUBLIC SOUR	5,000.00	0.00	0.00	0.00	5,000.00	0.00
282-000-695.000	TRANSFERS IN	30,000.00	0.00	0.00	0.00	30,000.00	0.00
Total Dept 000 - NON-DEPARTMENTAL		35,000.00	0.00	0.00	0.00	35,000.00	0.00
TOTAL REVENUES		35,000.00	0.00	0.00	0.00	35,000.00	0.00
Expenditures							
Dept 282 - PUBLIC ARTS COMMISSION							
282-282-801.000	PROFESSIONAL AND CONTRAC'	35,000.00	0.00	0.00	14,395.78	20,604.22	41.13
Total Dept 282 - PUBLIC ARTS COMMISSION		35,000.00	0.00	0.00	14,395.78	20,604.22	41.13
TOTAL EXPENDITURES		35,000.00	0.00	0.00	14,395.78	20,604.22	41.13
Fund 282 - PUBLIC ARTS COMMISSION FUND:							
TOTAL REVENUES		35,000.00	0.00	0.00	0.00	35,000.00	0.00
TOTAL EXPENDITURES		35,000.00	0.00	0.00	14,395.78	20,604.22	41.13
NET OF REVENUES & EXPENDITURES		0.00	0.00	0.00	(14,395.78)	14,395.78	100.00

To: Traverse City Arts Commission
From: Harry Burkholder, DDA COO
Memo Date: September 19, 2022
Subject: 16th Street ART on the Tart

Lois Teicher is scheduled to install her sculpture on the late morning of October 27th (Thursday). We are planning to conduct a ribbon-cutting ceremony with TART in the afternoon of the 27th as well. I am hoping several of you can assist and/or able to participate in the installation and ribbon cutting. The time of the ribbon cutting is still not finalized, but we are tentatively planning for 3:00.

The final agreement with Ms. Teicher is awaiting signatures from the city.



MEMORANDUM

To: Traverse City Arts Commission
From: Harry Burkholder, DDA COO
Memo Date: October 17, 2022
Subject: Banners RFP – West Front Street

As you recall, the RFP for the West Front Street Banner Initiative was extended to August 15th. We received two submissions (see attached), from Micheal Sinsic and Justin Shull.

At our September meeting, the Arts Commission agreed that we would work with Mr. Shull on a hand-full of banners and discussed recruiting/securing additional artists (outside the RFP process). I have reached out to the Children's House Middle School, but have not heard back yet.

I believe Commissioner Early was planning to reach out to two local artists and Mr. Hoisington was planning to reach out to Interlochen.

We'll plan to discuss the results of those efforts to reach out and next steps at our meeting.



MEMORANDUM

To: Traverse City Arts Commission
From: Harry Burkholder, DDA COO
Memo Date: August 15, 2022
Subject: Paint It Forward Project

At our September meeting, I provided draft application materials for the Art Commission's "Paint It Forward" grant program. The Arts Commission discussed and agreed that a 25% match should be added to the application and that the grant applicant could use the funding toward operational costs. Those changes have been added to the draft application materials. I should have a summary one-pager for the grant application completed for our November meeting. I still need to clear the program with the city's attorney and clerks office.

**Traverse City Arts Commission "Paint It Forward" Grant Application
2022**

Please share your concise responses to the questions below. Responses should be no more than three single-spaced pages. If available, you may attach and include photographs or maps to support your application. The application materials do not count toward the three-page limit. Please email your completed application in a Microsoft Word or PDF format to harry@downtowntc.com and include "2022 Grant Application" in the subject line.

Name of Entity Applying for Funds _____

Type of Entity (non-profit, unit of government) _____

Name of Contact/Grant Administrator _____

Title _____ Phone _____

Email _____ Website _____

Name of Project _____

Total Project Cost _____

Amount Requested from the Arts Commission _____

Total Project Match (%25) _____

1. Summarize your project. What problem are you trying to solve with your project? What are your goals? What is the grant paying for? (Grant may include operational costs).
2. What activities are you planning?
3. What is the location of your project?
4. Who are you serving and who are the beneficiaries of your project?
5. Who are the projects leaders and partners? Describe their roles and responsibilities.
6. List the costs and sources of revenue (including your 25% match) for your project.
7. Describe how your project advances public art in the community?
8. Describe how your project aligns with the existing goals and vision of the Arts Commission?

**Traverse City Arts Commission "Paint It Forward" Grant Application
Financial and Final Report Form**

Grantee _____

Project Name _____

Street/Mailing Address _____

Project Manager _____ Title _____ Report Date _____

Amount of Grant Award _____ Date Awarded _____

Match Provided _____

I, _____, certify that the information presented in this financial and final report is accurate and meets the requirements outlined in the Paint It Forward Grant Agreement for this project.

Signature _____ Date _____

DRAFT



MEMORANDUM

To: Traverse City Arts Commission
From: Harry Burkholder, DDA COO
Memo Date: August 15, 2022
Subject: TART Trail Rotating Exhibit

As was discussed at our September meeting, the contact with David Petrakovitz for his four art pieces along the TART Trail is scheduled to expire in April of 2023. I have reached out to Mr. Petrokovitz to gauge his interest/willingness for a contract extension, but have not heard back yet.

MEMORANDUM

To: Traverse City Arts Commission
From: Harry Burkholder, DDA COO
Memo Date: September 19, 2022
Subject: Mural Project

At our September meeting I presented an idea and notes from a discussion with Jacqueline Austin, the co-director of "Bright Walls" (the successful mural festival in Jackson Michigan) about a possible mural festival in Traverse City. Listed below is a summary of my notes from that conversation. I will bring a more formal framework for such a festival to our Wednesday meeting.

Notes

- Artists are from all over the world are based on invitation only
- Look for diversity of people and style
- Each artist stipend was \$1,000. However, all artist expenses "door to door" were covered (estimated roughly \$3,000)
- Must secure appropriate number of lifts (which change depending on scale of building)
- Secured paint from Lowes (through a donation)
- Have a special list for spray paint
- Festival did all wall prep (power-washing and base coat) prior to artist arrival
- Tried to keep artists in close proximity to create festival vibe
- Had large organization or committee helping to organize the festival
- Festival includes music and "artist lounge"
- This appears to be their last year



MEMORANDUM

To: Traverse City Arts Commission
From: Megan Motil & Harry Burkholder, DDA COO
Memo Date: October 17, 2022
Subject: Strategic Plan Update

The purpose of this memo is to share a brief activity update regarding the strategy and governance effort being undertaken by the Arts Commission.

Development of Strategic Goals

Megan will be on hand to facilitate a discussion regarding the development of the Commission's strategic goals. This will include a discussion on what resources and structure will be required to reach our strategic goals. Commissioners should be prepared to bring back and discuss the strategic issues handout from the last meeting as a reference for the conversation.

External Scan

Megan will also provide a summary and discuss the findings of her external scan. A written summary is attached.

Traverse City Arts Commission

Strategic Planning Process: External Scan Summary

CITY OF ANN ARBOR PUBLIC ART COMMISSION

- **Location:** Ann Arbor, MI
- **Purpose:** The Ann Arbor Public Art Commission (AAPAC) is an advisory body to City Council with the goal of creating public art in Ann Arbor that improves the aesthetic quality of public spaces and structures and provides cultural and recreational opportunities that contribute to local heritage, stimulates economic and promotes the general welfare of the community.
- **Legal Structure:** City government; appointed commission.
- **Governance and Staffing:** Art Commission is advisory to City Commission. Governed by [public art ordinance](#). Projects are funded through the City's CIP. Some design efforts have been managed via a partnership with The Ann Arbor Art Center. The City's maintenance of public art is managed through Cityworks and A2 Fix It platforms. Per a recent City policy change, a member of the AAPAC sits on the City's Design Review Board: "to serve as a nonvoting liaison to the Design Review Board for the purpose of providing comments to petitioners regarding the potential for incorporating private artwork into projects under review by the Design Review Board." There are nine Public Art Commissioners appointed by the City Commission. There are no dedicated Art Commission staff.
- **Sources of Funds:** City budget; property taxes.
- **Uses of Funds:** Not considered a source of funding, and any project proposed to Commission should address a plan for funding. However, Commission provides visibility and feedback for proposals submitted and, if municipal space is part of a project, city ordinance requires artists/developers to seek Commission's recommendations first.
- **Impacts (if self-reported):** [Annual report](#) - no new projects this past year. Recent and pipeline efforts include manhole covers, creation of a [virtual catalogue and tour](#), and acceptance of donated art. Also, the AAPAC's Design Review Board representative, John Kotarski in 2020-2021 was able to encourage developers to include public art in many different projects and help advise them on best practices or help them develop ideas when necessary. In line with this, a AAPAC work group also created a public art checklist/idea book that can be offered to developers for their use to define and better understand opportunities for inclusion of art enhancements.

CITY OF GRAND RAPIDS ART ADVISORY COMMITTEE

- **Location:** Grand Rapids, MI
- **Purpose:** Gives recommendations to the City Manager on if donated art, murals, and street art should be accepted by the City. Makes recommendations based on [City Commission Policy 1100-06](#) (Public Art and Memorials).



- **Legal Structure:** City government; appointed committee.
- **Governance and Staffing:** Office of the City Manager oversees the committee. Committee members are appointed by the City Manager and include art professionals, artists, and other stakeholders.
- **Sources of Funds:** City budget; property taxes.
- **Uses of Funds:** Applications that need to be reviewed by the Art Advisory Committee must be submitted by the first Monday of the month to be reviewed that month. Recommendations made by the Committee are based off City Commission Policy 1100-06.
- **Impacts (if self-reported):** Installation of murals, acceptance of donated artwork. (Please note: [ArtPrize](#) is a private nonprofit organization.)

CITY OF LANSING ARTS AND CULTURE COMMISSION

- **Location:** Lansing, MI
- **Purpose:** The Vision of the Arts Commission is that arts and cultural initiatives be further developed and advanced as a driver for positive social and economic change and economic development and to optimize quality of life and experiences for both residents and visitors in Lansing. The Mission of the Arts Commission is to provide expertise, resources, and support to enable a realization of the Vision: Developing and recommending an arts and culture plan. Serving as a resource on matters related to arts and culture in Lansing to enhance the quality of life in the City. Building public awareness of the value and benefits of the arts and a thriving community of artists. Developing and recommending ongoing arts and culture plan performance measures and best practices. Studying and developing proposed additions, deletions, or modifications to the City Charter. The goals of the public art program are to:
 - Promote the visual arts in Lansing. Include works of art representing a broad variety of media, styles and community interests.
 - Provide opportunities for artists of all racial, ethnic and cultural backgrounds, disabilities and other diverse groups.
 - Enhance the urban environment and public spaces throughout the City.
 - Pursue opportunities to inform the public regarding public art including public participation in all phases of the public art process.
 - Document, maintain and conserve works of art in any public art collection(s).
 - Provide public art of exceptional quality which adds to the community's vibrancy and identity of this area.
 - Use public art to help express the City's history and cultural heritage.
 - Foster the public's understanding and enjoyment of public art.
 - Use public art as a means to foster the community's sense of spirit, pride, and development.
 - Enrich the quality of life for the community and the region by creating exciting, appealing and harmonious public spaces.
 - Integrate public art into new City facilities.
 - Enhance the City's image locally, regionally and nationally.

- Recognize the contribution of public art in economic development.
- **Legal Structure:** City government; appointed commission.
- **Governance and Staffing:** The commission’s work is governed by a [Charter](#), [Commissioners’ Criteria and Expectations](#), [Bylaws](#), and a [Public Art Executive Order](#). The mayor’s office staffs the appoints commission members. The Commission has committees, and commissioners are required to actively serve on at least one: Arts Education, Campus & Community Relations, Communication & Advocacy, Facilities & Infrastructure, Governance, Grants, Public Art, Talent & Economic Development.
- **Sources of Funds:** City budget; property taxes. The Executive Order states: “The City will financially support the installation and maintenance of public art whenever possible within the constraints of the yearly budget and/or encourage use of grants and private funding as additional sources of funding for public art.” The Arts Council of Greater Lansing (a nonprofit) provides grants that support some public arts programs.
- **Uses of Funds:** Grants and activities that support public art.
- **Impacts (if self-reported):** Annual reports at listed on the City’s website that include grants awarded, projects, activities, and initiatives.

ART RAPIDS

- **Location:** Elk Rapids, MI
- **Purpose:** Mission is to enhance and promote the arts and arts education in the Elk Rapids area.
- **Legal Structure:** Nonprofit, 501c3
- **Governance and Staffing:** Not clear from website whether volunteers listed on website who have specific roles are also serving as board members. Becky Lancaster, President. (Vacant), Vice President. Ellen Baird, Secretary. Barb Mullaly, Interim Treasurer. Kris Elbert, Social Media. Louise Pond, Artist Liaison. Babs Young, Photography. Barb Mullaly, Membership. Diana Cooper, Donor Database and Communications. Kimberly Doran. Barb Johnson. Kim Bazemore, Walk of Art Coordinator. Melissa Johnson, Website. Sue Schumacher, Concert in the Park. 1 staff member (unknown if paid or unpaid).
- **Sources of Funds:** Private donations and grants.
- **Uses of Funds:** Provides grants to teachers, schools, area residents and groups for arts-related projects and activities. Hosts community arts events and partnerships. Offers art camps and classes for children and adults. Hosts concerts for the community. Hosts and coordinates an annual juried art fair. Coordinates, curates, and maintains the Walk of Art outdoor sculpture exhibit (30 works of art) at Village-owned Day Park.
- **Impacts (if self-reported):** Activities, but not outcomes or impacts, listed on website.

CITY OF ST. JOSEPH

- **Location:** St. Joseph, MI
- **Purpose:** No public art policy or purpose statement found.
- **Legal Structure:** City government



- **Governance and Staffing:** The Director of Economic Development and Communications for the City of St. Joseph is responsible for creating the City's newsletter, Public Art, City calendar, overseeing the city's website and various other marketing opportunities and events for the City St. Joseph. The position is currently vacant. Could not locate a policy or code governing activities.
- **Sources of Funds:** Currently, none.
- **Uses of Funds:** Currently, none.
- **Impacts (if self-reported):** None at this time.

ST. JOSEPH TODAY

- **Location:** St. Joseph, MI
- **Purpose:** Mission is to market our community and to develop and maintain year-round programming that inspires visitors and residents to explore St. Joseph, Michigan and surrounding communities.
- **Legal Structure:** Nonprofit, 501c3
- **Governance and Staffing:** Governing board makes strategy and budget decisions. Staff manage operations, projects, events, marketing, and fundraising. 17 board members (includes 4 ex-officio). From website, estimate 4 paid staff.
- **Sources of Funds:** Private contributions.
- **Uses of Funds:** They manage an art trail experience and maintain outdoor public art installations including murals and sculptures. They also fundraise for these efforts.
- **Impacts (if self-reported):** Activities and resources are on their website: <https://www.stjoetoday.com/other-information/about-us>.

ART BRIDGES FOUNDATION

- **Location:** Bentonville, AK
- **Purpose:** Art Bridges works with museums of all sizes to create and support arts programs that educate, inspire, and deepen engagement with local audiences. <https://artbridgesfoundation.org/>
- **Legal Structure:** Exempt private foundation, 501c3
- **Governance and Staffing:** Established by Alice Walton. Governance model and decision-making process not available on website. 4 Board members, including Alice Walton (per entity's 2017 Form 990-PF). Maintains a full-time professional staff of about 30 people.
- **Sources of Funds:** Alice Walton/private philanthropy
- **Uses of Funds:** Supports partners and projects rather than grantees and grants.
- **Impacts (if self-reported):** 3.2 million people served. 500+ projects. 175 organizations. 46 states.