



**TRUCKEE TAHOE AIRPORT DISTRICT  
BOARD OF DIRECTOR STAFF REPORT**

**AGENDA TITLE: Agency Partnership Program Revision Adoption**

**MEETING DATE: Wednesday, April 28, 2021**

**PREPARED BY: Marc R. Lamb, Aviation & Community Services Manager on behalf of the Agency Partnership Ad Hoc Committee**

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**RECOMMENDED ACTION:** The ad hoc committee and staff is requesting Board review, guidance, and approval on three pending Agency Partnership program revision topics in an effort to revise this valuable regional community benefit program.

- 1) Ratify the ad hoc committee and staff's recommended selection of the Tahoe Truckee Community Foundation (TTCF) and its Proposal as the consultant to manage the administrative side of TTAD's Agency Partnership program for a period of two years.
- 2) Approve the ad hoc committee and staff's recommended 2021 Agency Partnership program budget of \$500,000 (from the \$1.6 million 2021 Approved Budget for TTAD's *Commitment to Community programs*).
- 3) Adopt the ad hoc committee and staff's recommendation of having an initial Agency Partnership program application packet cycle in 2021.

**DISCUSSION:** After an extended hiatus of TTAD's Agency Partnership program (due to a program review and the pandemic), staff conducted a robust campaign advertising for Request for Proposals (RFPs) in search of a consultant to manage the administrative side of the program. TTCF's Proposal (attached) was the only response to TTAD's request for proposals.

Upon an in-depth review of TTCF and its Proposal, the ad hoc committee (consisting of Board members Rick Stephens and Kathryn Rohlf, General Manager Kevin Smith, and staff member Marc Lamb), found the Proposal to be very thorough and the organization to be extremely well qualified. The committee is recommending approval of 1) the selection of TTCF and its Proposal as the program's management consultant for a period of two years, 2) the adoption of a 2021

Agency Partnership program budget of \$500,000, and 3) an initial Agency Partnership program application packet cycle in 2021.

TTCF will make applicant recommendations to the Board and supply supporting information. The Board would make all final funding decisions.

In review, TTAD staff and consultant Emily Vitas provided an in-depth Agency Partnership Program Policy Revision, Discussion and Guidance report at the January 27, 2021 Board meeting. The report can be found under the meeting Agenda Tab 10 or visit:

[https://truckeetahoeairport.com/board\\_meetings/246/view\\_file?file=tab+10+-+agency+partnership+program+policy+revision+discussion+and+guidance+staff+report+1.27.2021.pdf](https://truckeetahoeairport.com/board_meetings/246/view_file?file=tab+10+-+agency+partnership+program+policy+revision+discussion+and+guidance+staff+report+1.27.2021.pdf)

**WHAT'S NEXT:** If the Board of Directors approves all three recommended actions, TTCF will commence managing the administrative side of the program immediately and will bring any qualified and vetted Agency Partnership applicant presentations before the Board later in 2021 with recommendations for Board determinations. The applicant presentations will be in support of regional community benefit programs that align with TTAD's Mission Statement, PI 311 (the District's guiding document for Agency Partnerships and Community Sponsorships), and TTAD's legal guidelines in the use of property tax dollars.

**FISCAL IMPACT:** With a two-year commitment: a fee of 5% of the annual Board approved distributed Agency Partnership funding, with a minimum of \$25,000 per year to ensure dedicated TTCF staff capacity (pg. 10 of TTCF's Proposal).

**SAMPLE MOTION(S):** I move to approve all three, (or part, or none) of the ad hoc committee and staff's recommended Agency Partnership program revisions to include: selecting the Tahoe Truckee Community Foundation as the managing consultant for a period of two years, adopting a 2021 Agency Partnership program budget of \$500,000 and approving an initial application packet cycle in 2021.

**ATTACHMENTS**

- TTCF Proposal (12 pgs.)

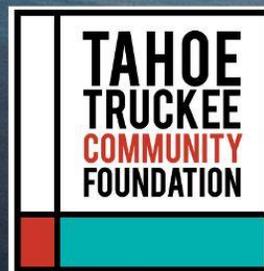
# PROPOSAL

## TRUCKEE TAHOE AIRPORT DISTRICT

### AGENCY PARTNERSHIP PROGRAM MANAGEMENT



PREPARED APRIL 2021 BY





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April 15, 2021

Truckee Tahoe Airport District  
Kevin Smith, General Manager  
10356 Truckee Airport Rd.  
Truckee, CA 96161

Dear Mr. Smith,

Tahoe Truckee Community Foundation (TTCF) is pleased to submit this proposal to support Truckee Tahoe Airport District (TTAD) with its Agency Partnership (AP) Program. We have a remarkable team ready to help manage the administration of your AP Program and meet TTAD's objectives.

TTCF has a successful track record managing community programs and a long-standing relationship with TTAD. Throughout our 23-year history, TTAD and TTCF have shared many leaders that have been engaged as volunteers, board members, and community collaborators and our missions are aligned with a coordinated vision to better our community. The coordination of our unique contexts, resources and connections could be catalytic to the changes we seek for the Tahoe Truckee region.

We look forward to showing the TTAD team why TTCF is highly qualified to administer the AP Program. With TTCF as your partner, we will:

- Work closely with TTAD to ensure that the recommended use of the public funds are mission-aligned and the process maintains the highest integrity
- Ensure that the effort is timely, transparent and presents no conflicts of interest
- Prepare staff reports and presentations for the Board of Directors.

Our attached proposal shares all the details, but if you need any additional information, please let me know.

We are grateful for this opportunity with TTAD to enhance the benefit to the community at-large.

Thank you for your time,

A handwritten signature in blue ink that reads "Phyllis McConn".

Phyllis McConn  
Community Impact Officer  
C: 530.448.0264  
E: [phyllis@ttcf.net](mailto:phyllis@ttcf.net)



## B. TTCF OVERVIEW

### **Background**

The Tahoe Truckee Community Foundation (TTCF) was established in 1998 thanks to the vision of William Hewlett who loved and worked to protect the Sierra. For over 20 years, TTCF has served the Tahoe Truckee region by identifying emerging needs and issues and working collaboratively with regional stakeholders, donors, and nonprofits to address them strategically. TTCF holds \$30 million assets under management and has distributed more than \$31 million in partnership with its donors to local nonprofits and scholarship recipients.

Our mission is to connect people and opportunities, generating resources to build a more caring, creative and effective community. Over the past 20+ years, TTCF has emerged and been recognized statewide as a model rural community foundation for our civic leadership, stakeholder engagement and creative financial capital solutions. Recently we were highlighted in [Inside Philanthropy](#), invited to participate in calls with the White House on rural development, and featured in an [Aspen Institute](#) series.

### **Public/Private Partnerships**

TTCF has stewarded more than \$600,000 in Placer County Mental Health Services Act Funds and \$995,000 in [Placer Shares](#) funds to area nonprofits, establishing precedence for distributing public funds with fiduciary oversight and impeccable accountability.

### **Catalytic Capital**

TTCF has provided impact investments and seed funding to projects such as Community House in Kings Beach, a co-working space for community safety net efforts; [Truckee Artist Lofts](#), a 76-unit affordable housing project; and [Landing Locals](#), a growing business supporting long-term rentals for locals. TTCF brings a sophisticated tool kit of financial capital solutions to help accomplish the impact we seek.

### **Qualitative & Quantitative Data Management**

TTCF has a 15 year track record of collecting and analyzing data to ensure philanthropic and other resources are directed to the highest area of need and impact. For example, CCTT uses [Results Scorecards](#) to measure key indicators and highlight community trends with real-time data.

### **Collective Impact**

TTCF has germinated, nested and supported multiple Collective Impact efforts across the region to ensure high-level collaboration and strategic alignment of resources around our area's most pressing issues. A current example is the Mountain Housing Council.

### **Grantmaking**

Our competitive grantmaking process is the collective effort of a variety of community stakeholders who operate under a consensus-building framework for all funding recommendations to our Board. TTCF also communicates with other grantmakers to ensure a shared understanding of regional nonprofit funding needs. TTCF is proud to support seed funding, soft costs, capacity building, whatever flexible funding may be needed to get well-vetted, worthy projects off the ground or fill funding gaps other funders may not have the flexibility to accomplish.

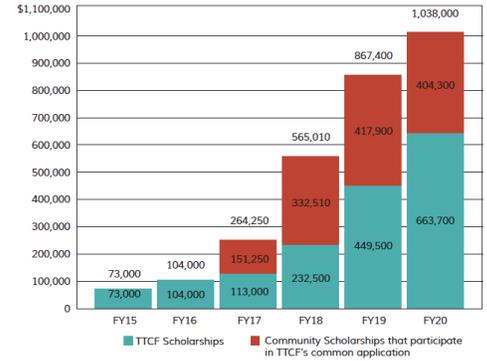


### Scholarships

TTCF has underscored our community’s shared belief in supporting our youth by combining forces with scholarship donors to create a streamlined and cohesive online scholarship process for students and decision committees that has resulted in exponential growth in awards.

### Community Collaborative of Tahoe Truckee (CCTT)

CCTT, a 30-year-old collaborative focused on addressing the region's most critical health and human service needs, has been a program under TTCF since 2008. Comprised of 45 health, education, and social service agencies, CCTT works to leverage public and philanthropic resources and supports to area nonprofits and agencies. Because of CCTT presence and leadership, we further our community impact through engagement in initiatives and coalitions such as [Tahoe Truckee Reads](#), The Campaign for Grade-Level Reading, [Tahoe Truckee Future Without Drug Dependence](#), and [Tahoe Truckee Suicide Prevention Coalition](#).



### Mountain Housing Council (MHC)

In 2016, after a [Truckee North Tahoe Regional Workforce Housing Needs Assessment](#), TTCF convened 28 local partners and formed MHC to tackle the unique and pressing challenges of housing in the Tahoe Truckee region, including availability, variety and affordability. TTAD was the first committed partner to MHC and we’re grateful for their continued support and leadership at the table.

### Focus on Diversity, Equity and Inclusion

TTCF’s Board, Staff and Programming are focused on ensuring that TTCF, our partners and the community are working with a diversity, equity and inclusion lens. TTCF’s Board has committed to an 18-month learning journey that involves trainings and conversations both internally and externally to help us all evolve in this work.

### Technical Assistance and Training

TTCF has supported the capacity of local nonprofits by providing ongoing one-on-one technical assistance as well as offering [workshops](#) to the greater nonprofit community on such topics as board governance and operational best-practices and sustainability. Over the years, TTCF has targeted support to help organizations build a stronger, more effective mission. A few examples include our early efforts to co-locate our safety net organizations in Community House and the subsequent merger support of the four agencies that now make up Sierra Community House. TTCF leaders have been involved in that important effort for more than a decade.

### Trusted Reputation

TTCF has a track record within our community as the go-to resource and partner, no matter the challenges or opportunities our region faces. This past year, we focused our fundraising and grantmaking on COVID-19 emergency relief resulting in over \$5 million deployed in the community. In addition, TTCF is a member of the League of California Community Foundations where we connect with other community foundations and share insights. Finally, TTCF has National Standards Accreditation for Community Foundations. This ensures that we hold the highest standards for our governing policies, programs, and fiduciary practices.



### **Community Mission**

Enhancing community benefit *is our mission*. This is our sole purpose as an organization. Every aspect of our operations, programs and governance is designed to ensure that our community is strong, resilient and resourced.

### **Place-Based Expertise**

Our work in the various TTCF programs such as the Community Collaborative of Tahoe Truckee, Mountain Housing Council, and [Forest Futures](#) gives us a broad network of key stakeholders that can inform strategy. Our annual grant cycle gives us a window into the relevant work and solutions taking place in our community and allows us to identify worthy efforts to support. Partnering with TTCF will allow TTAD to leverage this knowledge base and networked approach.

### **Co-Branding and Communications Expertise**

We recognize how important it is to acknowledge donors and funding sources for their generosity and will support this partnership across our communications and marketing channels. Our team is experienced in storytelling, social media, press communications, presentations and data analysis and can assist TTAD with a communications toolkit to share with their audience.

### **Synergy**

TTCF staff works cohesively as one team with diverse talents and complementary expertise. When working with us, you can be sure that nothing is being done in a silo. We have built the infrastructure to support our belief that there is power in unity and numbers.

## **C. TTCF APPROACH**

Since 1999, TTCF has been building relationships across our community and with our nonprofits, identifying the greatest needs and awarding grants to positively impact this area with a *trust-based philanthropy* approach.

In 2016, we streamlined and consolidated our grantmaking into one annual cycle, intentionally using it more as a yearly check-in with our nonprofits. This streamlined effort allows us to look at regional resources in a strategic way and not only leverage outside dollars, but coordinate among partners and strategize for greater impact. Not only did this simplify the process for the nonprofits, it helped us to get a window into additional ways that we could support them, such as by providing technical assistance and capacity-building measures, or facilitating collaborative opportunities. The common application helps inform the committee on current trends in the community and where the organizations want to focus their efforts for the following year. Now local nonprofits complete a common application and community members at-large, plus representatives from all our funding sources, come together to make funding decisions that align requests with the optimal funding source(s).



Every fall, the cycle opens and strategically provides grants across seven impact areas with the intent to provide unrestricted or capacity-building support wherever possible. This is something we feel very strongly about since most of our applicants are well known to us and we trust them to deploy funds as they best see fit in furtherance of their missions. In order to ensure a fair process, we work with a diverse group of stakeholders throughout the region to serve on our volunteer grants committee which serves as an advisory committee to the TTCF board. A volunteer typically serves on the committee for three to five years but some have served more than 10 years. Each year, we invite new people to the group, including new TTCF board members, so that we maintain a fresh perspective. The TTCF Board ultimately must approve all funds distributed by TTCF. We fund projects and programs, capacity-building requests and mission-driven grants and strive to award at least \$300,000 in direct grants annually.

In addition to our competitive grant cycle, TTCF facilitates other grant cycles on behalf of other public agencies and philanthropic funds. We have a long history of preparing RFPs, reviewing applications, performing due diligence, structuring the grant agreements and following through on the reporting. Examples include a 10-year Federal Grant to prevent substance abuse among our youth, preventative funds for mental health through Nevada and Placer Counties, Federal Cares funding through Placer County, State of California Child Abuse Prevention dollars, and many more.

TTCF believes that regional resources should be both strategic and leveraged. With every grant cycle and scholarship cycle, we are in close conversation with other community organizations to ensure that we are all working together on behalf of our regional needs. We believe that supporting TTAD's Partner Agency Partnerships will bring even greater alignment and leverage for impact.

We will build on this expertise to address the unique process needed for TTAD's AP Program, as further outlined in the Scope of Work below.



## D. SCOPE OF WORK

This section describes the specific tasks that TTCF will undertake to manage the administration of Tahoe Truckee Airport District’s Agency Partnership (AP) Program and make recommendations to the TTAD Board for applicant approval *in mutual support of regional community benefit programs that align with TTAD’s Mission Statement and legal guidelines in the use of property tax dollars.*

- TTCF will work with the Airport leadership to set the timeline
- TTCF will work with TTAD leadership to ensure that the areas of impact are aligned with TTAD Board’s priorities and other partnering local agencies
- TTCF will explore a pre-qualification process to vet and prepare applicants before asking for a full-proposal and ensure readiness of quality projects for highest and best use of the funds
- TTCF will ensure that the effort is coordinated, transparent and presents no conflicts of interest. We will work closely with TTAD to ensure that the recommended use of the public funds are mission-aligned and the process maintains the highest integrity.

| Scope of Services                      | Action Items  |
|--|---|
| Scheduling an annual application cycle | <ul style="list-style-type: none"> <li>• Confirm with TTAD annual focus areas of impact, timeline, criteria, funding amount and structures</li> <li>• Coordinate with other agencies and counties on priorities, advise TTAD accordingly.</li> <li>• Develop final timeline, RFP documentation, communication &amp; outreach materials</li> <li>• Create online Letter of Intent (LOI), application and evaluation process</li> </ul> |
| Outreach & Communications              | <ul style="list-style-type: none"> <li>• Develop appropriate public communications for social media and email distribution for cycle</li> <li>• Schedule workshop/information session for interested applicants</li> <li>• Provide guidance and response to applicant questions</li> </ul>  |

|  |   |
|--|---|
| <p>Pre-Qualifying &amp; Vetting</p>          | <ul style="list-style-type: none"> <li>● Manage LOI phase to review early interest, qualify applicants, verify partnerships and other due diligence to narrow down finalists</li> <li>● Confirm AP applicability guidelines, mission statement, and legal guidelines for use of property tax dollars are met</li> <li>● Recommend a small committee decides finalists moving forward with full proposal</li> <li>● Notify applicants and announce which projects will be invited for full proposal</li> <li>● Set timeline and communicate with all finalists for full proposal submission</li> </ul> |
| <p>Community Review Cycle</p>                | <ul style="list-style-type: none"> <li>● Convene a community committee of diverse stakeholders to review final proposals, interview applicants, review financial statements and other elements of due diligence</li> <li>● Meet as full committee for discussion and reaching consensus on funding recommendations</li> </ul>   |
| <p>Funding Recommendations and Approvals</p> | <ul style="list-style-type: none"> <li>● Prepare staff reports and Board presentation materials of committee funding recommendations</li> <li>● Present recommendations to TTAD board for approval; respond to questions or public comment as appropriate</li> <li>● Once TTAD approval obtained, notify approved and declined applicants</li> <li>● Announce approved recipients and share communications with TTAD staff</li> </ul>   |
| <p>Partner and Grantee Management</p>        | <ul style="list-style-type: none"> <li>● Communicate with Partners, structure Partner Agreement to hold accountable for reporting timelines</li> <li>● Prepare grant contracts with expected outcomes and milestone reporting requirements</li> <li>● Prepare agreed upon disbursement schedules</li> <li>● Ensure that expectations are met for shared communications and branding.</li> </ul>   |
| <p>Post Approval Airport Reporting</p>       | <ul style="list-style-type: none"> <li>● Produce updates, reports and presentations for Airport staff to share with TTAD Board in packets or in public.</li> <li>● Key milestones include:             <ul style="list-style-type: none"> <li>○ Public announcement of funds with deadlines</li> <li>○ Annual recap of funds, partnerships and community impact achieved</li> </ul> </li> </ul>   |



## E. PROJECT BUDGET AND TIMELINE

TTCF typically charges a standard 10% on funds administered through a grant cycle or a programmatic initiative. This is tied to the basic infrastructure of accounting, grant software, reporting, communications and administrative support. However, given the mission alignment of TTAD's funds, with a two-year contract commitment, we would be able to complete the work for a fee of 5%, with a minimum of \$25,000 per year to ensure dedicated staff capacity.

### Phase I - Project initiation, TBD

- Undertake the necessary groundwork for approval of timeline, focus areas, etc. with TTAD and other participating agencies
- Coordinate and lead a project kick-off meeting designed to introduce our teams and establish roles
- Obtain necessary approvals to move forward

### Phase II - Project toolkit, 4-6 weeks

- Develop communication materials
- Build online application process

### Phase III - Public facing process, 12-14 weeks

- Communications
  - Blanket region with multiple announcements/notices of pending process
- Workshop for participants
  - Hold virtual/in person/hybrid (as allowed) and record for future use
- LOI process (opens immediately after workshop)
  - Open 2 weeks for submissions
  - Internal review and due diligence
  - Committee decisions and notify finalists
- Full Application
  - Open 4 weeks for full proposal submission
  - Committee members review proposals
  - Schedule full committee meeting(s)
- TTAD Presentation of Committee Recommendations for Funding
  - Align with airport staff for agendaizing for TTAD board meeting
  - Prepare staff reports and presentation for TTAD board
  - Be available to address any TTAD board questions
- Post Board Approval
  - Notification of funding decisions
  - Complete a funding agreement contract with the recipient Agency Partner(s), prior to funding
  - Confirm the project's full and final completion
  - Ensure TTAD has been recognized per the agreement
  - Schedule the recipient AP organization's follow-up reporting to the Board

## F. TTCF KEY PROJECT STAFF

### **Phyllis McConn, Community Impact Officer**

Phyllis has been with TTCF since moving to Truckee from Dallas 20 years ago after her previous career as a CPA and tax accountant. She has served as a volunteer throughout the years in numerous organizations including Truckee Rotary, TTUSD, P.E.O., Arts for the Schools and the Emergency Warming Center. Phyllis brings a deep knowledge of community experience along with years of expertise as a grantmaker. She is a trusted ally to our nonprofit and donor communities.

E: [phyllis@ttcf.net](mailto:phyllis@ttcf.net)



### **Sergio Nevel, Director of Finance and Operations**



Sergio Nevel brings decades of experience in public agency and philanthropic financing. He has held positions as Board treasurer, controller for large government contractors and as financial oversight for a large non-profit defense contractor with more than \$2 billion in annual federal contracts. Additionally, Sergio has been active in several entrepreneurial endeavors throughout his career.

E: [sergio@ttcf.net](mailto:sergio@ttcf.net)

### **Caroline Craffey, Communications Manager**

Caroline Craffey joined the TTCF team in 2020 with a background in Communications, Marketing and Partnerships. In her career, she has worked with a variety of clients in industries such as hospitality, tourism, media, sports and technology. She is passionate about youth development and volunteers with Big Brothers Big Sisters, SOS Outreach and is on the Arts for the Schools Board of Trustees.

E: [caroline@ttcf.net](mailto:caroline@ttcf.net)





## G. REFERENCES

**Heidi Volkhardt Allstead**, Consultant at HVA Consulting  
E: [heidi@hvaconsulting.net](mailto:heidi@hvaconsulting.net) | M: 775-636-2113

Heidi serves as the [Martis Fund](#) Liaison for matching dollars to our Nature Fund. Heidi has served on the Grant Committee for three years. Heidi can speak to TTCF's expertise in creating and managing volunteer grant committees, incorporating key stakeholder input into decision making, performing due diligence, all to ensure that the resources provided to our regional community are thoughtful, informed and strategic.

**Colleen Dalton**, CEO, Visit Truckee-Tahoe  
E: [cdalton@visittruckeetahoe.com](mailto:cdalton@visittruckeetahoe.com) | M: 530-414-8156

Former Fund Advisor for [Truckee Core Values Fund](#), a joint philanthropic fund of the Town of Truckee and Chamber of Commerce at TTCF. Colleen worked with Phyllis annually to review applications and recommend grants to local nonprofits as producers or beneficiaries of events occurring in Truckee that highly align with at least one of Truckee's five core values. Colleen can speak to TTCF's expertise in crafting RFP's, vetting nonprofit and business/nonprofit collaborations, and following through with project agreements and reporting.

**Don Fulda**, Architect A.I.A, Principal WARD | YOUNG ARCHITECTS  
E: [drf@wyarch.com](mailto:drf@wyarch.com) | M: 530-559-5098

Don can speak as a long-time supporter of TTCF and as a recurring grant committee volunteer. Don can share his experience serving on TTCF's Grants Committee, particularly around the interplay of our Nature Fund and Martis Fund environmental grants.

**Nancy Bryant Wallis**, DrPH, LCSW, MSW  
E: [nancybwallis@gmail.com](mailto:nancybwallis@gmail.com) | M: 619-987-7059

Nancy brings much expertise to bear, especially when assessing our safety net grants. She has been an invaluable resource when TTCF has managed public funds through competitive grant cycles under Placer County's Mental Health Services Act (MHSA) and this past summer's Placer Shares and Placer Impact Grants (CARES Act funding). Nancy can speak to the rigor required of applicants and the arduous evaluation necessary when directing public funds. In addition to these public fund grant cycles, she has served for several years on both our community grants and local scholarship committees.