

MEMORANDUM



TO: Truckee Tahoe Airport District Board
Robb Etnyre, TTAD General Manager
Marc Lamb, Aviation & Community Services Manager
Emily Pindar, TTAD Senior Accountant

FROM: Phyllis McConn, TTCF Community Impact Officer
Dana Crary, TTCF Community Impact Manager

Re: 2024 Agency Partnership Program Recommendation

DATE: October 21, 2024

ENCL:

[Attachment A: 2024 Ranked AP Application Summary](#)

[Attachment B: 2024 TTAD AP Scoring Rubric](#)

[Attachment C: 2024 Committee Survey Responses](#)

Summary: Tahoe Truckee Community Foundation (TTCF) has completed its application review process for the Truckee Tahoe Airport District (TTAD) 2024 Agency Partnership (AP) program, the fourth consecutive process as agreed upon in the professional services contract dated February 1, 2024. This memo, together with Attachments A, B, and C, provides an overview of the 2024 review process, scoring compilation results, and committee funding recommendations for the Board's consideration.

Responding to a direct Board request, as well as committee member and public feedback after the 2023 AP process, TTCF developed guidelines around further assessing requests for capital campaign contributions. Although the guidance from Policy Instruction 311 is limited (*"Capital campaigns are not typically funded through the Agency Partnership process; however, they may be considered on a discretionary basis when they demonstrate broad community impact and alignment with the objectives of the program and/or annual board-stated goals.*), TTCF implemented (1) historical knowledge and understanding of the Board's stance on the prudent use of public funds for capital campaigns from past Agency Partnership cycles as well as Board discussions from recent TTAD Board workshops, and (2) best practices for capital campaign fundraising from research across the nonprofit sector. In response, TTCF built and incorporated necessary updates to the scheduled applicant training webinar and communication materials as well as the committee onboarding and training. Detailed updates were made in the online application including built in logic to present specific questions for applicants who self-identified as applying for a capital campaign contribution. The scoring rubric was carefully matched to these questions so committee members could accurately assess a campaign's progress through specific phases, achieved milestones, and the readiness and reasonableness of the request to TTAD. To ensure the prudent use of public funds, campaigns were expected to be able to implement awarded funds for intended purposes within the 2025 calendar year and to demonstrate clear and

quantifiable investment from agency partner(s) in line with expected funding levels for the agency and the project. In a similar manner, the committee further assessed the status of the capital project itself to ensure a high probability for success in order to be considered for TTAD AP funding.

Committee Review and Scoring: In order to ensure consistent and fair review for all applicants, TTCF administered an onboarding training and convening process for all committee members. The committee review process was enhanced by the addition of TTAD staff members, Marc Lamb and Emily Pindar as well as non-scoring board member, Kat Rohlf, to (1) help frame alignment to TTAD Board stated goals and objectives, (2) better understand the intent behind the policy instruction, and (3) consider the interplay with other airport objectives and policies. The committee adhered to a rigorous scoring process, doing their best to interpret TTAD's intent within the guidelines of the updated application framework.

- TTCF recruited a review committee of 14 volunteers (including the project managers, TTAD staff, and board representation), who collectively have a wealth of public process and nonprofit experience ranging across the local, county, state, and federal level. Eight committee members participated in the TTAD AP process previously and brought with them the process experience and expertise from past funding cycles.
- All committee members completed TTCF's **Affirmation of Compliance and Disclosure** form to affirm compliance with our Confidentiality Policy and Conflict of Interest Policy and agreed to abide by the **Speak Your Peace** tenants outlined by the TTCF team.
- TTCF updated the scoring rubric ([Attachment B](#)) to map to the revised application while still adhering to the existing Policy Instruction 311, including a section focused on assessing Capital Campaign applications which were expected to first meet the general request standards as well as further considerations outlined in the rubric.
- For all requests, the rubric allowed for a total of 50 possible points with ratings broken down into 3 subgroups further referencing the stated aims of the Agency Partnership process as outlined in Section III of PI 311:
 - Plans & Partnerships- 20 possible points,
 - Visibility & Mission Alignment- 20 possible points
 - Financials & Infrastructure- 10 possible points
- For capital campaign contribution requests, the rubric allowed for an additional assessment with a total of 40 points with scoring of:
 - Community Readiness
 - Capital Campaign Funding
 - Permanent Benefit to Constituents
 - Capital Campaign Phase
 - Capital Project Status - Development or Purchase
- Utilizing the scoring rubric mapped to the aims of the AP process per Policy Instruction 311, all members completed independent, individual scoring.
- All 14 committee members were able to convene on September 23rd for 2 hours to discuss the results of the scores compilation and align on funding recommendations.
- There was initial sharing of any conflicts of interest, and discussion of the ranked scoring results, followed by individual application reviews. Members shared differing individual assessments, and addressed questions and concerns, but ultimately resulted in group consensus about the ranking, scoring, and funding recommendations of all 13 applications.

- **Attachment C** presents results of the anonymous follow up survey committee members completed across all aspects of their volunteer service.

Recommendation: A total of \$717,338 in committee-recommended funding is presented for Board consideration and approval in [Attachment A](#). \$250,000 of these dollars is recommended for Capital Campaign Contribution requests that were determined to meet Board priorities, provide long term community benefit, reflect public buy-in, were appropriate requests for the stage of the campaign and project viability, and funding would be utilized within the award period, thus constituting a prudent use of public funds. While funding was not recommended for 3 requests, the committee wanted to ensure this was not a denial of their project validity, but was a result of not fully meeting the stated aims of the process.

Committee Feedback: Although the committee discussion repeatedly revealed that capital campaign application review had significantly improved, there was still confusion regarding (1) delineation between applications that constituted a capital campaign request and those that stayed within the guidelines of a general request, and (2) assessing the actual capital campaign requests without further guidance in the Policy Instruction as to what constitutes an appropriate request. Both applicants and committee members would benefit from more specific guidance and clarity from the board regarding appropriateness of funding capital campaigns. (See [Attachment C](#))

Recommendations:

- Revision of PI 311 to incorporate specific wording on capital campaign milestones to be attained before submitting a request would be pragmatic and efficient for all stakeholders.
- Continued TTAD staff and board representation on the AP review committee supporting the success of the AP process.
- Debrief discussion with TTAD and TTCF staff to further capture lessons learned and implement feedback.

Conclusion: The goal for TTCF this year was to run a fair and equitable process to ensure the recommended use of public funds aligned with the Airport District's mission and priorities, ultimately resulting in mutual benefit and betterment of the region. A necessary step to meet this goal was to clarify expectations and evaluations for applications seeking support for capital campaigns, while keeping within the restrictions and expectations of responsible uses of these public funds. Leveraging the knowledge, skills, and best practices of a community-based review model, TTCF met this goal while maintaining transparency with the community and general public throughout the process. This effort would not have been possible without the time, effort, and depth of expertise of the volunteer committee. TTCF again commends their tremendous service. The committee felt the applications generally reflected the airport's mission and public purpose, met community need, or provided community benefit to the District's constituents while creating active and beneficial relationships and building value for the Airport District. TTCF thanks the TTAD Board and Staff for the opportunity afforded by this collaboration for us to further serve our own mission "to bring together trusted partners to align strategies and inspire philanthropy to nurture a resilient community and environment."