



TAHOE TRUCKEE COMMUNITY FOUNDATION

STRATEGIC PLAN

2024-2029

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Introduction



The Tahoe Truckee region is a precious place and the Tahoe Truckee Community Foundation (TTCF) deeply cares about the region's prosperity and resilience, and utilizes our leadership and resources to enhance outcomes for the community's breathtaking landscape and dynamic and spirited people.

We root our approach in trust-based philanthropy as a way of activating community success and optimal development.

Since our inception in 1998, TTCF has been a potent force for progress, weaving together people and opportunities, and mobilizing resources to nurture a more compassionate, innovative, and effective community. We've reimaged and catalyzed systems change and progress through our unwavering commitment to innovation, continuous improvement, and collaborative investment. We are nationally recognized as a hub for our rural community. Our presence in the community over the past 25 years has impacted our region in countless ways.

As TTCF looks to the future, we proudly present a strategic framework and plan to steer our mission-driven journey towards greater impact.

What is a Community Foundation?

Community Foundations enrich regional communities through a combination of donor interests and community-facing objectives. They attract and leverage the seven capitals - natural, cultural, human, social, political, financial, and built capital to identify problems, unlock opportunities, and drive change. Community foundations transform charitable gifts, manage assets, and channel them into grants and scholarships. With a diverse portfolio of funds, they bring the aspirations of donors to fruition, while simultaneously meeting the community's needs.

Statement of Identity

TTCF is an innovative and cutting edge Community Foundation. We are present leaders and we listen to and uplift diverse voices in our community. We combine financial tools and resources with deep community knowledge, trusted partnerships, and a focus on equity. Through this trust-based philanthropy approach, we catalyze significant returns on the investments made in our community.

Our Values

In our community, we strive to be synonymous with words like trusted partner, innovator, champion, and catalyst. We aim to be the beacon that our community looks to when they seek to activate and amplify their voice, volunteerism, or investment potential in pursuit of a thriving Tahoe Truckee region. Our values guide everything that we do.

COMMUNITY AND PARTNERSHIPS:

We believe that the world is better when we live connected with each other; we aim to build solid relationships. We believe our survival and quality of life are tied to one another. Resources can be shared, expertise can be distributed and mutual care, respect, and humility for one another can be fostered.

WHOLISTIC:

We believe that life is interconnected and interdependent. We place equal emphasis on the welfare of the individual, the organization, the larger community and environment. We strive to see a bigger picture and look to systems and structures for solutions.

CURIOSITY AND INNOVATION:

We look for ways to make space for new ideas, to imagine creative solutions, and continuously learn how we can better serve our community. We go beyond conventional ideas and approaches so new possibilities and innovation can flourish to ensure real and lasting positive change.

EQUITY AND INCLUSION:

We strive to be considerate to all. We think about the equitable distribution of resources. We value input from unlike-minded people. We promote and actively support inclusivity, cultural responsiveness, and believe diversity is a strength. We intentionally create an environment of compassionate belonging where all are valued and respected.

AGILITY AND ADAPTEDNESS:

As a Community Foundation, we value our ability to respond nimbly to changing community needs while honoring our unique perspective and commitment to the long-term health of our community.

TRUST AND TRANSPARENCY:

Our ability to make change and garner resources relies on our consistent willingness and commitment to being a good player in the community. We value sharing and engaging in the process.

We believe acting in a transparent manner creates trust. We take ownership, admit our mistakes, and embrace continuous improvement. We maintain the highest standards of professional and ethical behavior in our communications, actions, and relationships.

ACCOUNTABILITY AND QUALITY:

Trusted with stories, resources and leadership, we pride ourselves on follow-through and credibility. Our commitments count. When we make a promise, we follow through.

We hold ourselves accountable for the quality and lasting results of our work and for the commitments we make to our community, partners, donors, and each other.

Our Commitment to Diversity, Equity and Inclusion

We are in passionate pursuit of a just society and a just Tahoe Truckee community, where people of all races, ethnicities, genders, sexual orientations, abilities, and identities have an equal opportunity to thrive.



We seek to be anti-racist and dismantle the norms of white supremacy that pervade our society, to infuse equity into all aspects of our governance, operations and programming, and to equitably distribute and redistribute resources in our community. We stand against hate and discrimination in all forms.

We foster diversity in our work and community, because diversity is non-negotiable, beautiful, and joyful, and because we are all stronger together. We work to be fully inclusive, ensuring that all people, particularly those who have been systematically denied equal access to resources, lead the design of new systems and solutions. We seek and facilitate input from unlike-minded people, intentionally including the breadth of voices and perspectives in our community in conversations with the goal to reach workable solutions toward justice.

We approach conflict with compassion, listening to perspectives with curiosity, the desire to understand, learn, unlearn, increase connection, and solve long-standing problems. We purposefully examine our cultural environment – embarking on a conscious re-thinking of our language, assumptions, systems, norms, policies, and procedures and dismantling those elements that are unjust.

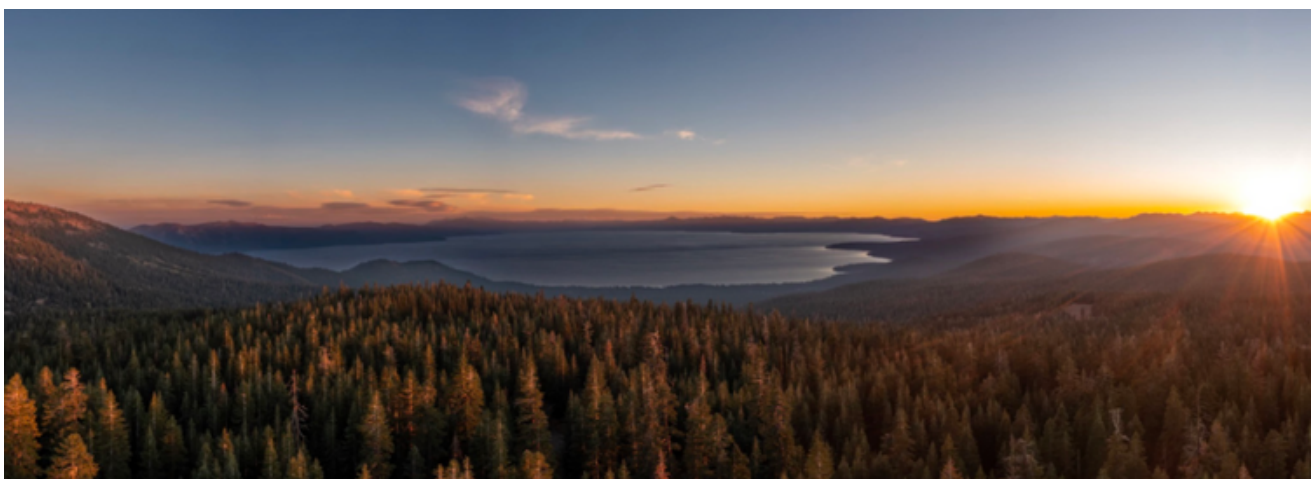
We come together in service of our community: to connect with each other; share and align resources collectively; and to co-create a place of home.

Process Overview

In 2023, TTCF embarked on a staff- and Board-driven process to refresh our strategic plan. We reflected on the lessons learned from our intensive 2017 strategic planning work and identified the need to eliminate silos, embrace nimbleness, and concentrate on increasing the region's capital absorption capacity.

Working with the Glen Price Group, we then engaged in a rapid discovery process to evaluate existing plans and approaches; learn from leadership, staff, and board members through small group interviews; and gather staff and Board input through a brief survey. The results of this process informed draft plan materials. Staff and Board members iteratively developed a concise strategic framework to guide our work and communicate our aims with our partners and the public.

Because so much of our work leverages collaborative spaces and trusted relationships, staff effectively communicated community and partner priorities and developed a high-level framework for priorities that could reflect both the breadth of our organization's work and also the ever evolving local context in which community priorities are positioned. TTCF will continue to work with our community to inform our strategies and to engage in the continuous work of identifying shared priorities. The perspectives of our partners will be critical to the ongoing implementation of our plan.



Strategic Framework

The Strategic Framework is our way of aligning our identity and purpose with our priorities and strategies. Within the framework we outline how our *Core Focus* and *Strategic Levers* allow TTCF to achieve our *Mission* and make progress towards our overarching *Vision*.

Vision Statement

TTCF's vision is an aspirational statement of the future we seek to achieve collaboratively with our partners. It provides the "True North" for our organizational compass.

TTCF is a recognized champion for an equitable and thriving Tahoe Truckee community, now and for future generations

Mission Statement

TTCF's mission defines our purpose and serves to differentiate our core functions and expertise from our partner organizations that are working in different ways towards a common vision of success.

TTCF brings together trusted partners to align strategies and inspire philanthropy to nurture a resilient community and environment

Core Focus

TTCF is a mission-driven organization. Our mission of a resilient community and environment depends on caring for our people and places.

- **People:** Children, families, and community-members are connected to resources and partners that support their stability and development
- **Places:** The community's natural and built environment is healthy, resilient, and responsive to local challenges and threats

Activating Our Capital Absorption Capacity Approach - Strategic Levers

TTCF's Core Focus on People and Places is advanced through our trust-based philanthropy approach. We apply our strategic levers to increase the capital absorption capacity of our region. This is TTCF's value proposition. By applying our Strategic Levers collectively across impact areas, the total impact is greater than the sum of each lever's parts.

- **Shared Priorities:** Identifying community priorities collaboratively.
- **Pipelines of Opportunities:** Articulating opportunities and catalyzing resources for strategic impact.
- **Enabling Environments:** Cultivating community capacity to act strategically.

Our success is contingent on **Operational Stability and Strengthening**, which is the foundation of our achievements.



Tahoe Truckee Community Foundation - Strategic Framework

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Vision

TTCF is a recognized champion for an equitable and thriving Tahoe Truckee community, now and for future generations

Mission

TTCF brings together trusted partners to align strategies and inspire philanthropy to nurture a resilient community and environment

Core Focus

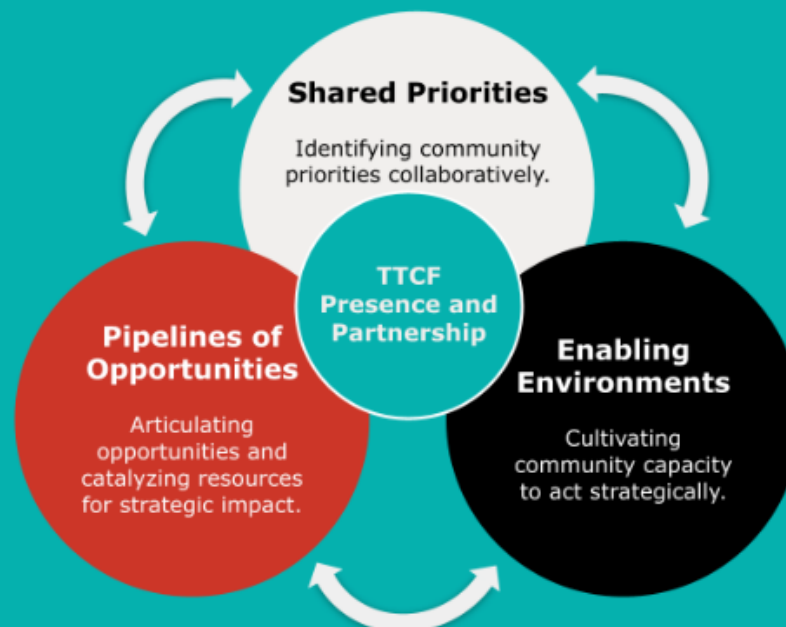
People

Children, families, and community-members are connected to resources and partners that support their stability and development

Places

The community's natural and built environment is healthy, resilient, and responsive to local challenges and threats

Strategic Levers: Activating Our Capital Absorption Capacity Approach



Operational Stability and Strengthening

Goals

Our goals outline our commitment towards making progress in the realization of our mission and our indicators of progress are the measurements of movement relative to this collection of goals.

Strategic Levers	Goals
A. Shared Priorities: Identifying community priorities collaboratively.	1. Critical priorities and impact strategies are realized through: a. TTCF's presence in the community, b. Trusted, transparent, collaborative relationships and partnerships, c. Diverse community voices, and d. Reliable data, local stories, and a deep focus on equity 2. Diverse community voices participate in and influence community decisions
B. Pipelines of Opportunities: Articulate opportunities and catalyze resources for strategic impact.	1. Impact strategies accelerate as a result of clearly articulated pipelines of projects and opportunities 2. Donors and funders have a clear and compelling path to engage with TTCF's mission and strategies 3. Financial resources are secured and leveraged through new and strengthened relationships
C. Enabling Environments: Cultivating community capacity to act strategically.	1. Just and equitable access to grants and scholarships is expanded through TTCF's ongoing commitment to continuous improvement 2. Community members are knowledgeable and able to engage through learning, volunteering and civic leadership opportunities 3. Partner capacity is strengthened through leadership development, technical assistance, and regionally relevant and shared data 4. Nonprofits and community partners are able to attract and deploy funds to advance impact strategies
D. Operational Stability and Strengthening	1. TTCF's organizational culture embraces our mission with a spirit of: a. Deep gratitude and generosity b. Data-driven and equity-oriented decision-making c. Nimbleness, responsiveness, and continuous improvement 2. TTCF attracts, develops, and retains diverse, talented, and committed staff members, Board members, volunteers, and donors 3. Organizational processes propel success through ongoing reflection and collaboration 4. Revenue strategies are balanced between impact and operations 5. TTCF is an ever-present partner in decisions, directions, and resource opportunities for the community

Indicators of Progress

Measuring our progress is critical not only for understanding our success, but for ensuring our ability to pivot our focus to meet evolving needs.

Indicators for Mission Success and Program Delivery

Our **Indicators of Mission Success and Program Delivery** monitor the successful application of our strategic levers – our overall capital absorption capacity strategy. These measures let us know if TTCF is succeeding in our mission and creating conditions that result in a thriving community.

Strategic Levers

A. Shared Priorities

B. Pipelines of Opportunities

C. Enabling Environments

D. Operational Stability and Strengthening

Indicators of Mission Success & Program Delivery

- Initiative specific ROI measures
- Total investments / funds managed
- Number of new donors / investors
- Scholarship recipients / award totals
- Number of nonprofits and community partners supported through technical assistance and training
- Rates of volunteerism
- New measures to be developed*
 - Extent to which community members feel knowledgeable and able to engage through learning, volunteering, and civic leadership opportunities
 - Levels of partner and investor trust
 - Extent to which diverse community voices participate in and influence community decisions
 - Staff levels of satisfaction (including a culture of continuous improvement and organizational support for Diversity, Equity, and Inclusion)

Acknowledgements

We are grateful for the contributions of our Staff and Board in the iterative development of this strategic plan and for everything they do on behalf of the Community Foundation.

We are grateful for our partners, donors, and investors who make our work possible.

We are grateful for our incredible Tahoe Truckee Community - for our **People** and for our **Places** - our community is the reason we exist.

We thank you for your
continued support,
engagement, and
partnership.

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