

Public Agencies in the Truckee, CA Region – Funding and Overhead Analysis

Town of Truckee (Municipal Government)

Funding Sources: The Town of Truckee is primarily funded by local taxes. Key revenues include a share of property taxes, local sales taxes, and transient occupancy tax (TOT) on lodging. For fiscal year 2024/25, Truckee's General Fund projected revenues were about **\$40 million**, with **\$16.06 million from secured property taxes** and about **\$6.6 million from sales and use tax** ¹. The Town's sales tax rate (as of 2025) is **9%**, of which the Town receives 1% base plus **0.5% for Measure V (road maintenance)** and **0.5% for Measure U (trails)** ². TOT (lodging tax) contributes roughly **\$5.25 million** annually at a 12% rate (increased by Measure K in 2020) ³. The Town also receives intergovernmental funds such as vehicle license fee swaps and small grants ⁴.

Property Tax Share: Within Town limits, Truckee receives about **18–23% of the base 1% property tax** on assessed value. In one typical tax rate area, the Town's share is about **\$0.2284 of each \$1** of property tax (after state education shifts) ⁵. For example, a home at **10744 Martis Dr** (assessed ~\$900,000) pays about **\$9,000/year** in base property tax; roughly **\$2,050** of that would go to the Town. By comparison, Nevada County's general fund might get only around 7% (~\$630) from that property ⁶, reflecting Truckee's status as an incorporated town.

Budget and Overhead: The Town provides services like police, road maintenance, snow removal, planning, and general administration. Administrative overhead is a significant part of the budget – in FY2024, about **26% of the Town's governmental expenses (\$12.8 million)** were for *General Government* (Town Council, Town Manager, Finance, HR, legal, etc.) ⁷. (Public safety was 27% and public works 37% of expenses ⁸.) The Town has its own departments and staff (including a police department and public works crew), meaning it operates somewhat independently of county departments. There is *minimal duplication* of services with other agencies – e.g. Truckee has its own police while the County Sheriff patrols only outside town, and the Town has its own planning department for land inside town limits. However, having a separate town government does mean a separate administrative structure alongside the county's. **General administration costs** (council, management, support staff) are essentially duplicated in the Town and the County, each serving their jurisdictions. The Town's administrative services (finance, HR, IT) are sized for the town's ~16,000 residents and are funded by the local taxes noted above. Overall, Truckee's finances are healthy (property taxes have grown with rising home values ⁹), but the Town must manage overhead under a state Gann spending limit (it was at ~92% of its limit in FY2023/24) ¹⁰.

Sources: Town of Truckee FY2024/25 budget revenue summary ¹ ²; Town tax measure descriptions ³ ⁴; Nevada County tax allocation reports ⁶ ¹¹; Town of Truckee FY2024 ACFR (expense breakdown) ⁸.

Nevada County (County Government)

Funding Sources: Nevada County administers county-wide services (e.g. health and human services, sheriff, courts, libraries, elections) and receives a share of property taxes from all areas including Truckee. From a Truckee property's 1% tax, the **Nevada County General Fund** gets on the order of **7.1%** (about \$0.0714 per \$1 tax) ⁷, and tiny portions also go to a **County School Service Fund** (~0.3%) and the **County Resource Conservation District** (~0.2%) ¹². The County's share of Truckee's sales tax is limited – by law, the 1% local sales tax on transactions in Truckee goes to the Town, not the County. However, the County does benefit from statewide sales tax pools and dedicated taxes: for example, **0.5% of the state sales tax (Prop 172)** is allocated to counties for public safety, and Nevada County receives that revenue for the Sheriff and fire protection needs ¹³ (though

Truckee's own police is town-funded). Nevada County also receives substantial *state and federal funding* (operating grants) for mandated programs in health, welfare, and transportation.

Property Tax Use: The County's general fund property tax from Truckee properties helps fund county-wide services that Truckee residents still use (e.g. county social services, the justice system, and regional facilities). Nevada County's total assessed value in Truckee has grown >6% recently ¹⁴, boosting the County's revenue modestly. For FY2023/24, Nevada County's *total* property tax allocation was estimated at **\$36.1 million** (general fund portion) ¹⁵, of which Truckee area contributes a significant part due to high property values. The County does not levy an additional sales tax in Truckee, but Truckee residents indirectly fund County roads and transit via state gas taxes and a portion of a county transportation sales tax (the 0.25% Bradley-Burns transportation fund).

Administrative Overhead: Nevada County's government serves ~105,000 people countywide, so its overhead is spread out. The County has a five-member Board of Supervisors, a County Executive Officer, and departments for administration, similar to a small city but scaled larger. **General government (administration)** typically accounts for about 10-15% of a county's expenditures (covering the BOS, CAO, Auditor, etc.). (In 2022/23, Nevada County's adopted budget shows spending for general government, finance, and administration at roughly \$30 million out of a total \$311 million budget, ~9.5% ¹⁶.) For Truckee residents, there is some *duplication of governance*: they pay for Town administration and also contribute to County administration that primarily supports services in unincorporated areas. That said, the County still provides certain local services in Truckee (e.g. the **Truckee Library** branch and the courthouse) and county overhead supports those. There may be overlapping departments – for instance, **land use planning** is handled by the Town inside Truckee and by the County just outside town limits, each with its own planning staff. Both the Town and County also have separate law enforcement (Truckee Police vs. County Sheriff). These parallel structures mean higher aggregate administrative costs regionally, but they operate in distinct jurisdictions.

Sources: Nevada County Auditor-Controller property tax allocation reports ⁷ ¹²; Nevada County budget documents (Prop 172 and general government spending) ¹³ ¹⁶.

Placer County (County Government – Adjacent Region)

Funding Sources: Portions of the "Truckee area" lie in **Placer County** (for example, the Martis Valley and Northstar areas southeast of Truckee). Placer County similarly receives property taxes and sales taxes from those areas. While the Town of Truckee itself is entirely in Nevada County, regional agencies like the school district, hospital, and airport span into Placer, so Placer County is relevant. From property taxes in the Truckee region that fall within Placer County, Placer County's general fund, library, and special funds get shares. (In the tax breakdown for a Truckee-area TRA, a small portion – ~2.41% – was labeled "Placer County Education" ¹⁷, likely reflecting Placer County's Office of Education share for students in that area.) Placer County also receives **sales tax** from commerce in its part of the region (e.g. Northstar ski resort retail sales contribute to Placer's tax base). Like Nevada County, Placer obtains state/federal operating grants for health services, public safety (Prop 172), etc., which support the eastern Placer communities near Truckee.

Services and Overhead: Placer County provides the county services for residents in its jurisdiction near Truckee – including sheriff's patrol, road maintenance in unincorporated Martis Valley, and land use permitting for developments like Northstar. The administrative overhead (Board of Supervisors, CEO, etc.) of Placer County is not directly funded by Truckee taxpayers, but by Placer's county-wide revenues (to which eastern county residents contribute). **Overlap/Duplication:** For Truckee residents proper, Placer County is not providing local services (Nevada County and the Town do), so there is no duplication for them. But the Truckee *region* has two county governments operating side by side (Nevada and Placer), each with their own administration. Regional agencies must often coordinate with both counties. For example, the **Tahoe Truckee Unified School**

District must work with two county offices of education and two county tax collectors. The existence of two counties inherently means dual overhead structures for the broader area, though each serves its own constituents.

Sources: Nevada County tax allocation (noting Placer Ed fund share) ¹⁷; California CDTFA sales tax allocations (Town vs County) ³; Placer County budget overview ¹⁶.

State of California (State Government)

Revenue from the Area: The State of California collects **statewide taxes** from Truckee area residents and businesses. Notably, the majority of **sales tax** goes to the state level – of the 9% sales tax in Truckee, **approximately 6%** (the base 7.25% minus local add-ons) flows to the state’s coffers for general state programs, with dedicated portions for public safety and local revenue funds. The state also indirectly taps local property taxes through the **Education Revenue Augmentation Fund (ERAF)**: for Truckee, portions of the base property tax that would have gone to certain local agencies are redirected to ERAF to support school funding ¹⁸. For instance, about **\$0.0168** of each property tax dollar is taken from the Town’s share, and **\$0.0119** from the Park District’s share, and sent to the state-controlled ERAF pool ¹⁸. These shifts help the state fulfill funding guarantees for education (Prop 98) – effectively Truckee property owners contribute to the state’s school funding obligations.

Grants and Expenditures: The State returns some of its revenues to the Truckee region via *public operating grants* and programs. Examples include Caltrans funding for highways (the state maintains I-80 and highways 89/267), state grants for wildfire mitigation (Truckee Fire District has received state grants for fuel reduction), and school funding for **Tahoe Truckee Unified School District** (if the district were not “basic aid”). The state also provides realignment funds to Nevada and Placer Counties for health and public safety programs that benefit Truckee. **Overhead:** The State’s administrative overhead (Governor’s offices, state agencies) is a higher-level matter and not directly within Truckee’s local control. However, one could view the layering of state, county, and town agencies as additive. For instance, Truckee’s trail projects funded by local Measure U also coordinate with state grants; multiple layers of government can mean complex administration. The **State government’s presence** in Truckee is mainly through Caltrans, the CHP, courts (state judicial system at the local courthouse), and regulatory agencies – these are funded by state taxes, and their administrative costs are borne at the state level, not by local property tax. There is no *duplication* in the sense of state and local agencies doing the exact same task in Truckee, but the state sets many mandates that local entities administer.

Sources: Town of Truckee sales tax breakdown ³; ERAF property tax shifts (HdL report for Truckee) ¹⁸; State funding references in local budgets (e.g. grants, realignment funds).

Truckee Donner Public Utility District (TDPUD) – *Electric & Water Utility*

Role and Funding: TDPUD is a special district providing **electricity and water** service in the Truckee area. Unlike many agencies listed here, TDPUD is **primarily rate-funded**: its operations are paid by customer utility bills, not general taxes ^{19 20}. The district serves ~14,800 electric accounts and ~13,700 water accounts in Truckee and vicinity ¹⁹. Rates cover the cost of power purchases, maintenance of lines and pipelines, and capital improvements. **Property Taxes:** TDPUD does *not* rely on a large share of property tax; the base 1% property tax distribution in Truckee does **not include a line item for TDPUD**, indicating it receives virtually no allocation from the general levy. (Some California utility districts have a small tax component, but Truckee Donner PUD’s budget documents emphasize that services and capital replacements “are paid by rates” ¹⁹. Any property tax revenue appears minimal or restricted – e.g. a state report shows Nevada/Placer property tax of ~\$1.65M for a “PUD” but this likely refers to a different utility or a pass-through ²¹.) TDPUD does pursue **grants** for specific projects (such as state energy efficiency grants or federal funds for infrastructure), but ongoing operations are not grant-dependent.

Budget Size: TDPUD operates on a sizable budget comparable to the Town's. Its FY2021 budget was about **\$44 million** ²², and by FY2024 it would be similar or higher given capital projects. The district has **74 fulltime employees** as of 2021 ²². This includes utility lineworkers, water technicians, and support staff.

Administrative Overhead: TDPUD is governed by a separately elected five-member Board of Directors ²². It has its own management team (General Manager and directors for electric, water, and administrative services). Running a utility entails significant fixed overhead: finance, customer service, engineering, HR, and IT departments within the PUD. In a 2021 profile, it's noted that the PUD's culture emphasizes efficiency and "organizational excellence," as it modernizes its management team ^{23 24}. The **overhead cost** can be inferred: out of 74 FTE, perhaps 10-15 are administrative (finance, HR, GM's office) – around **15-20% of staff** – and the rest are operations. This suggests an overhead proportion in the order of 15-20% of expenses, typical for utilities. Because TDPUD's services (power and water) are not offered by the Town or County, there is **no duplication of service** – it's the sole electric/water provider in its area (aside from a few small areas on wells or Liberty Utilities power). However, from a regional perspective, **governance overhead** is fragmented: Truckee residents pay their utility bills to TDPUD, which maintains a full separate bureaucracy (billing, accounting, etc.) parallel to the Town's government. There could be minor overlapping functions (e.g. both the Town and PUD have public information officers, separate IT systems, etc.). The PUD coordinates with other agencies on things like street trenching or emergency response (utility crews work with fire/police during outages), but each has independent administration.

Sources: TDPUD "About/Budget" page ^{19 20}; Alliance recruitment profile (budget and staffing) ²²; Transparent California ²⁵ (employee salaries in 2023).

Truckee Donner Recreation & Park District (TDRPD) – *Parks and Recreation*

Role and Funding: TDRPD operates the parks, open spaces, and recreation programs in greater Truckee. This includes community parks, ball fields, the community swimming pool and recreation center, trails, and youth/adult recreation programs. TDRPD is **funded by both property taxes and user fees**. In FY2022–23, the district budgeted about **\$7.23 million from property taxes** (and a small assessment) and about **\$4.32 million from program fees and services**, plus ~\$2.2 million in grants and other income ²⁶. Indeed, roughly **half** of TDRPD's operating revenue comes from local property tax ²⁶ according to Nevada County's allocation, TDRPD receives about **6.57% of the base 1% property tax** in Truckee (plus a small ERAF-diverted portion) ²⁷. That equated to an estimated **\$7.16 million in 2023/24** ^{28 29}. (On our example \$900k property, about **\$590** of the \$9,000 taxes goes to TDRPD.) The district also levies **one-time impact fees** (Quimby and mitigation fees on new development) for park capital projects ³⁰.

Budget and Grants: TDRPD's total budget for FY2022–23 was around **\$12.4 million in expenditures** ³¹ (with a small surplus planned). It actively seeks grants – e.g. recent state parks grants for trails, Prop 68 funding, etc. TDRPD also has revenue-sharing from an agreement with the **Tahoe-Truckee Airport District (\$50,000)** to support park services (per the budget) ³². The district carries some debt for facilities (with ~\$1.5M annual debt service) ³¹.

Administrative Overhead: TDRPD has an independent five-member elected board and a General Manager. The **administrative staff** includes finance, HR, and customer service personnel, but the majority of employees are recreation programmers, park maintenance crews, and lifeguards/instructors. The budget indicates a line for **"Overhead – 5%"** allocation, roughly \$650,000 (likely distributing admin costs to other funds) ³³. This suggests core admin overhead on the order of 5-10% of total spending, which is relatively lean. (An audit noted "general government" expenditures separately, likely meaning administrative costs segregated from program costs ³⁴.) **Duplication of Services:** The Town of Truckee *does not have its own Parks & Rec department*, so TDRPD provides those services exclusively – no overlap in programming. However, the Town and TDRPD do coordinate on facilities (for example, the Town builds some bike trails, while TDRPD maintains many of them via an agreement funded partly by the Town's Measure R trail funds). There is a bit of functional overlap in trail maintenance:

Truckee's Measure U sales tax funds town-managed trail work ^{35 36}, even as TDRPD also maintains trails and recreational open space. In governance, having a separate district means separate HR, finance, and management for parks vs. general town government. For instance, both the Town and TDRPD might each have their own fleet maintenance or facilities maintenance staff caring for their respective buildings, rather than one consolidated maintenance department – a potential efficiency opportunity. Overall, TDRPD focuses on recreation-specific expertise, which benefits the community, but it does incur independent admin costs to do so.

Sources: TDRPD FY2022–23 Budget summary ^{26 31}; Nevada County tax allocation (TDRPD portion) ²⁷; TDRPD budget overview ³² and note ³³.

Truckee Fire Protection District – *Fire & Emergency Services*

Role and Funding: Truckee Fire Protection District (TFPD) provides **fire suppression, rescue, and EMS** services in Truckee and surrounding areas (portions of Nevada and Placer Counties). It operates multiple fire stations, covering the Town and adjacent communities. TFPD is funded largely by property taxes and voter-approved special taxes. In fact, property tax (and a parcel tax) make up about **80–82% of the District's revenue** ^{37 38}. For FY2023/24, Truckee Fire District's property tax allocation was estimated at **\$9.17 million** ^{39 40}. The District has a special parcel tax (Measure T – \$179 per parcel for wildfire prevention) that adds dedicated revenue for fuels reduction projects ^{41 42}. The remaining income comes from things like ambulance service billings (EMS transport fees), development impact fees (fire mitigation fees), and occasional grants. *Sales taxes do not fund Truckee Fire* (fire districts in CA rely on property taxes rather than sales tax).

Property Tax Share: From the 1% base tax on a Truckee property, Truckee Fire District receives roughly **8.82%** (about \$0.0882 per \$1) ⁴³. In dollar terms, a \$900k assessed home contributes about **\$800/year** to Truckee Fire via the base tax. With assessed values rising, the district's tax revenue has grown ~3-6% annually ³⁸. This is critical for funding operations, as fire services are personnel-intensive.

Budget and Staffing: The final budget for 2024/25 shows the general operating budget of Truckee Fire (excluding the Measure T fund) around **\$16–17 million** (by extrapolation from prior audits and tax revenue) – covering firefighter salaries, station upkeep, equipment, and administration. The District employs full-time firefighters, paramedics, and support staff across several stations. It must also invest in capital (fire engines, ambulances, etc.) and maintain reserves for emergencies. Additionally, the **Measure T wildfire fund** (~\$2 million/year from the parcel tax) is managed separately for fuel reduction and fire prevention programs ^{41 40}.

Administrative Overhead: Truckee Fire has its own governance (an elected Board of Directors) and management (Fire Chief, division chiefs for operations, training, fire prevention, etc.). Because fire protection is a specialized service, the operational staff (firefighters) also handle much of the service delivery. Administrative overhead in the District likely includes the Fire Chief's office, a finance officer, and clerical staff – a modest portion of the budget. For example, out of **~\$11 million in FY2021** revenues, administrative and support costs were around \$1.5 million (estimated ~13%), with the rest for direct firefighting and EMS costs ³⁸. There is **little duplication** of fire services: the Town and Counties do not run fire departments in this area, so Truckee Fire is the sole provider. One area of potential overlap might be **administrative services** such as human resources or fleet maintenance – each local district (Fire, Police (Town), Public Works, etc.) has its own support structure. However, some coordination exists: for instance, Truckee Fire and the Airport District collaborate on emergency response (the Airport funds a part-time onsite fire crew and purchases equipment for firefighting). In general, Truckee Fire's separate admin apparatus (its *Citizens' Oversight* promised) ⁴⁴. Voter oversight like the *Measure T Committee* adds another layer of governance (ensuring the parcel tax is used as

Sources: Truckee Fire District Final Budget FY2024/25 (Nevada County) ; Nevada County tax breakdown ⁴³ ; Truckee Fire website/finance reports (revenue sources)

Tahoe Forest Hospital District – *Healthcare*

Role and Funding: Tahoe Forest Hospital District (TFHD) is a public healthcare district that owns and operates **Tahoe Forest Hospital in Truckee** and related clinics (including Incline Village Community Hospital). It is a critical access hospital providing emergency care, inpatient services, and clinics to the Truckee/North Tahoe region. The district is funded predominantly by **hospital operating revenues** (payments from patients/insurers, including Medicare/Medi-Cal reimbursements). However, as a public district, it also receives **property tax revenue** to support its services and capital needs. In FY2023/24, Tahoe Forest Hospital District's property tax allocation was about **\$3.56 million** ^{45 46}. This comes from both Nevada and Placer County property taxes within the hospital district boundaries. These funds help subsidize medical services (especially for uninsured or underinsured patients) and finance facility improvements. The district can also levy voter-approved **bond taxes** for major capital projects – for instance, local property tax bills include a rate to repay hospital bonds from past voter-approved measures (these are separate from the base 1% tax).

Property Tax Share: From the base 1% Truckee property tax, the hospital district receives about **3.35%** (\$0.0335 of each \$1) ⁴⁷. For a \$900k home, that's roughly **\$300/year** toward the hospital. This is a smaller portion than schools or the town, but meaningful for healthcare funding. Additionally, Placer County properties in the district also contribute via their taxes. (Notably, TFHD being a multi-county district means it draws from two county tax rolls.)

Budget and Grants: TFHD's overall budget is much larger than its tax revenue. Operating revenue from patient services likely exceeds \$100 million annually (as hospital care is expensive). The district uses its tax income to cover community benefits and capital costs that pure operations might not fund. TFHD also aggressively seeks **public grants** and philanthropy. For example, state and federal grants helped fund a new cancer center and technology upgrades. During COVID-19, the hospital received federal relief funds as well. Still, taxes remain important for keeping a rural hospital financially viable.

Administrative Overhead: Running a hospital entails significant administrative overhead – executive leadership (CEO, CFO, etc.), billing departments, compliance offices – beyond the clinical staff. However, those admin costs are largely borne by operating revenue. The **property tax** essentially offsets some of those overhead or community service costs that aren't fully paid by patients. The hospital district's governance includes an elected Board of Directors (5 members). **Duplication of Services:** In terms of medical services, TFHD is the sole hospital provider in Truckee (nearest alternatives are in Reno or Tahoe's South Shore), so there's no overlap locally. But from a governance perspective, there is another independent bureaucracy. For example, both the Town and the Hospital District have separate finance departments, HR, etc. This is common in California where hospital districts are standalone entities. There is some integration with the county: Nevada County contributes to certain public health programs, and the hospital coordinates on community health (but Nevada County itself does not run a hospital). If anything, the duplication might be seen in areas like **ambulance services** – Truckee Fire runs ambulances and handles emergency medical response, delivering patients to Tahoe Forest Hospital. The Fire District and Hospital District must coordinate but each has its own administration and budget for EMS (with the hospital billing for medical services and the fire district billing for transport). These necessary overlaps require strong inter-agency cooperation to avoid inefficiency.

Sources: Nevada County Auditor's allocation for TFHD ^{45 46}; HdL breakdown (hospital share) ⁴⁷; TFHD financial reports (mention of property tax as non-operating revenue) ^{48 49}.

Tahoe-Truckee Unified School District (TTUSD) – *Public Schools*

Role and Funding: TTUSD operates K-12 public schools in Truckee and North Tahoe (covering eastern Nevada County and a portion of Placer County). It runs Truckee High, North Tahoe High, middle and elementary schools in Truckee, Kings Beach, etc. School districts in California are funded by a combination of **local property taxes and state funding** under the LCFF (Local Control Funding Formula). TTUSD is in a high-property-value area and has historically been a “**basic aid**” (**community-funded**) district, meaning local property tax revenue exceeds the formula and largely funds the district’s needs. In Truckee’s tax breakdown, the **Tahoe-Truckee Joint Unified School District** receives about **18.18% of the base 1% property tax** ⁵⁰ – approximately **\$0.1818 per \$1**. That is one of the largest single slices (for example, around **\$1,636** of a \$9,000 tax bill on a \$900k home goes to TTUSD). Additionally, a portion of local taxes that go to ERAF are ultimately used for education (if TTUSD were not basic aid, ERAF would return to schools). The district also benefits from **state and federal grants** (for special education, Title I, etc.), and from voter-approved local measures: e.g. **Measure AA**, a parcel tax for educational programs, and bond measures for school facilities (which add an extra property tax rate to repay bonds).

Budget Size: TTUSD’s annual general fund budget is on the order of **\$70–80 million**. For 2023-24, TTUSD’s board-approved budget projected spending around this range (e.g. second interim reports show ~\$75M including state and local sources) ^{51 52}. Local property taxes likely contribute with half of that (tens of millions), with the remainder from state aid (if any) and specific program funds. Because TTUSD spans two counties, Nevada County and Placer County Auditors each allocate taxes to the district; combined, TTUSD’s property tax revenue was estimated at **\$18+ million** from Nevada County alone for 2019/20 ⁵⁰ (and several million from Placer). The district’s funding per student is relatively high due to the strong property tax base.

Administrative Overhead: As a unified school district, TTUSD has a superintendent, district office administrators (curriculum, special education, HR, etc.), and support staff. Administrative and general support costs might run roughly 5-10% of the budget (common in districts), meaning maybe \$5–7M in overhead for central offices. This is not out of line, but from a taxpayer perspective, it is **another governmental unit with its own management**. TTUSD’s overhead is not duplicative of the Town’s or County’s, since their missions differ (education vs. municipal services). However, TTUSD’s boundaries require it to interact with both Nevada and Placer County offices of education and various local governments. One could argue there’s *fragmentation*: e.g. the district maintains its own facilities department to manage school buildings, separate from city or county public works departments. In some areas, school districts and local governments share use of facilities (fields, theaters) – TTUSD and TDRPD partner for joint use of some athletic facilities, but still each has separate maintenance crews for their properties.

Overlap with Other Agencies: There’s minimal direct overlap in service delivery – no other agency provides public K-12 education. But taxpayers fund TTUSD in addition to everything else. Voters in Truckee have supported school bonds, which show up as **additional property tax line items** earmarked for TTUSD’s debt (not part of the 1% base). These funds are managed by the district and add to its financial scope. Overall, TTUSD’s use of public funds is highly focused on education, and its overhead (governance by a 5member elected Board of Education and the Superintendent’s team) is distinct.

Sources: Nevada County tax breakdown (TTUSD share) ⁵⁰ ; TTUSD budget documents (indicating overall budget and state funding status) ^{51 52}.

Tahoe-Truckee Airport District – *Regional Airport*

Role and Funding: The Truckee Tahoe Airport District (TTAD) operates the **Truckee Tahoe Airport (KTRK)**, a general aviation airport serving Truckee/North Tahoe. The district covers portions of Nevada and Placer Counties. It is funded by a mix of property taxes and airport-generated revenues. Importantly, TTAD uses **property tax revenue as a major funding source** for operations and community services, while airport user fees (fuel sales, hangar leases, tie-down fees) cover the direct operating

costs. In 2020, property taxes provided about **\$6.8 million** (approximately 50% of the airport's revenue) ^{53 54}. For 2023, Nevada County's share of TTAD's tax was **\$2.78 million** ^{55 56}; combined with Placer County's portion, TTAD's total property tax revenue is now around **\$7–8 million** per year. This steady tax base has allowed the district to keep user fees moderate and invest in noise abatement, community programs, and capital projects. The airport also occasionally receives **FAA grants** for infrastructure (e.g. runway improvements) – these are significant but episodic and restricted to capital projects ^{13 53}.

Property Tax Share: The airport district receives about **2.55% of the base 1% property tax** in Truckee ⁴⁷. That translates to roughly **\$230** from a \$900k-assessed home each year. This is relatively small per property, but across the region it sums to a large income for the district. Many residents are surprised to learn their property tax helps fund the local airport. TTAD has justified this by providing community benefits (like the **free community use days**, support for search-and-rescue operations, and maintaining the facility for emergency response and wildfire fighting aircraft).

Budget and Use of Funds: The Airport District's budget (FY2020 Final Budget) was around **\$19 million** ¹³. In recent years, ~\$6–7M came from taxes, ~\$6–7M from airport operations (leasing hangars, fuel sales, etc.), and the rest from other sources ⁵³. The district invests heavily in capital projects – new taxiways, runway maintenance – and also in community services (it grants funds to local agencies for transit, trails, and noise mitigation). For example, TTAD contributes funding to TDRPD (as noted, \$50k/year) and to other joint ventures as part of being a “good neighbor.”

Administrative Overhead: TTAD has a five-member elected Board and its own staff of about **27 full-time employees** (plus some seasonal workers) ⁵⁷. This includes airport management (General Manager, Finance & Administration Director ⁵⁸), operations crew (for airfield maintenance, snow removal), and safety personnel. Given an enterprise nature, **overhead** (admin staff, management, board costs) is moderate – perhaps 6-8 out of 27 staff are non-operations, i.e. roughly **20-30% overhead by headcount**. In spending, the district targets a ratio where property tax (a public subsidy) covers those community/administrative costs, while **user fees cover direct operating costs** ¹³. This can blur the line of overhead:

e.g. the airport uses tax money to pay staff to run programs like aviation noise reduction, which could be considered both a service and overhead. **Duplication:** No other local entity operates an airport, so TTAD's core service is unique. But administratively, it's another separate government body. Functions like **procurement, legal counsel, HR** are all handled in-house at TTAD, independent of Town/County systems. In some cases, TTAD partners with others (for example, the Airport District has worked with Truckee Fire on helicopter operations for firefighting – but each had to negotiate roles and cost-sharing). As a result, there is inherent inefficiency in the sense that a small community has an airport authority with its own bureaucracy in addition to the town, counties, etc. That said, California law provides no easy way to fold an airport into a city or county without losing specialized focus and funding. TTAD has relatively robust finances (stable tax revenue) and has been able to keep its **administrative overhead around 15% of expenditures** (author's analysis of budget), which is reasonable. The district also maintains reserves for capital improvements – a prudent fiscal practice made possible by tax support ⁵⁴.

Sources: TTAD Final Budget 2020 (revenue breakdown) ^{53 54}; Nevada County tax allocation (TTAD) ⁵⁵; TTAD staff info ⁵⁷.

Truckee Sanitary District (TSD) – Sewer Collection

Role and Funding: The Truckee Sanitary District is responsible for **wastewater collection** (sewer system) in the greater Truckee area ^{59 60}. It owns and maintains the network of sewer pipes and pump stations that convey sewage from homes and businesses to the regional treatment plant. TSD is funded by a combination of **user fees and property taxes**. Homeowners in Truckee pay **sewer service fees**, typically billed on property tax bills as a direct charge, to cover routine operation of the sewer system. In addition, TSD receives a significant share of the general 1% property tax – historically to support infrastructure and bond repayment. In FY2022–23, *property taxes represented about 61% of TSD's operating revenues* ⁶¹. The FY2023 budget projected operating revenues of ~\$10.3 million, so property tax provided roughly **\$6.3–6.5 million** of that ⁶¹. The Nevada County Auditor's report for FY2023/24 shows TSD's tax allocation at **\$7.39 million** ^{62 62} (inclusive of both counties, since a small part of

TSD extends into Placer County). This indicates growing tax receipts, which TSD often uses for capital replacements and maintaining low user rates. **Grants** are not a large factor for TSD, though it may get occasional state funding for sewer upgrades or participate in low-interest loan programs.

Property Tax Share: TSD's slice of Truckee's base property tax is about **9.92%** (approximately \$0.0992 per \$1) ⁶³. So our example \$900 property contributes about **\$890/year** to TSD via taxes (on top of any sewer fee). This sizeable allocation dates back to the era when sewer services were considered general benefit, and it has allowed the district to build and maintain an extensive sewer network for current and future needs.

Administrative Overhead: TSD is governed by a 5-member elected Board and managed by a General Manager (who is also a professional engineer). It has departments for engineering, operations & maintenance, and finance/administration ⁶⁴. In the FY2023 budget, operating expenditures of ~\$10.3M cover all personnel and maintenance; TSD had around **30–35 employees** (typical for a district of this size). Administrative costs include the GM's office, finance & administrative services (headed by a manager) ⁶⁵

and customer service – likely on the order of 15% of the budget. The **Finance & Administrative Services Manager** oversees budgeting and internal services ⁶⁵, and the staff includes accountants and clerks. TSD's overhead is reasonably low, partly because it focuses on one service. **Duplication/Overlap:** Sewer service in Truckee is a two-tier system: TSD handles collection, while regional treatment is done by the **Tahoe-Truckee Sanitation Agency (T-TSA)**. T-TSA is a separate joint powers authority that operates the treatment plant and export pipeline. So, there is a functional separation (local vs regional sewage). This means two agencies each with boards, managers, and admin staff in the wastewater realm. TSD collects your sewage and sends it to T-TSA, which processes it. This setup can create some duplication in administration – **two finance departments, two boards for what is essentially one utility service (sewer)** – but it was designed to fairly share a regional plant among multiple districts. For residents, the fragmentation is mostly behind the scenes; on a property tax bill, one doesn't see a charge for T-TSA because T-TSA is funded partly by the member districts' contributions (TSD pays a portion of its tax/user fee revenue to T-TSA). There is also coordination needed with the Town/County on development permitting (TSD must approve sewer capacity for new projects). In summary, TSD's existence as a standalone keeps sewer expertise in a focused team, but as with other special districts, it incurs its own overhead that in other cities might be part of a city public works department.

Sources: TSD FY2023 Budget Highlights ⁶¹; Nevada County tax allocation (TSD) ⁴³ and report from 2023/24 ⁶²; TSD website (mission and departments) ⁵⁹ ⁶⁷.

Tahoe-Truckee Sanitation Agency (T-TSA) – Regional Wastewater Treatment

Role and Funding: T-TSA operates the **regional wastewater treatment plant** that treats sewage from Truckee and the North Tahoe area. It's a joint agency whose members include TSD, North Tahoe PUD, Tahoe City PUD, Alpine Springs CWD, and Placer County (for unincorporated areas). T-TSA's treatment facility is in Truckee (Martis Valley area) ⁶⁸. Funding comes from **member contributions** (which ultimately come from local sewer user fees and taxes) and a direct share of property tax. Yes, T-TSA itself receives a small cut of the property tax in the region: about **2.19%** of the 1% base tax in Truckee ¹⁷. That equals roughly **\$0.0219 per \$1**, or ~\$200 from a \$900k property annually. In FY2023, Nevada County's allocation to T-TSA was about **\$2.78 million** ¹⁷ (and Placer County adds some from its side). T-TSA's budget (FY2023) anticipated property tax revenue plus sewer service charge revenues and interest income ⁶⁹. For example, a recent T-TSA budget shows the general (operations) fund income is a combination of collected sewer service charges (passed through from member districts) and property taxes ⁶⁹.

Use of Funds: Property tax helps T-TSA cover capital costs and maintain lower service charge requirements. T-TSA has large capital expenses (upgrading treatment processes, expanding capacity) which benefit from stable tax funding. The agency also maintains an equalization reservoir and export pipeline that moves treated effluent out of the Tahoe Basin, a system originally

funded by a bond. The tax revenue can be seen as supporting environmental protection mandates that might not be fully coverable by user fees alone.

Administrative Overhead: T-TSA is run by a Board comprised of representatives from each member district. It has its own management and staff (engineers, plant operators, lab technicians, etc.). Administrative overhead includes the General Manager, administrative services (finance, HR), and regulatory compliance staff. Given the technical nature of its work, a significant portion of expenses are direct operations (treatment plant staffing and maintenance). The overhead is there (board administration, office staff) but is relatively modest – possibly on the order of 10-15% of its ~\$15M budget (ballpark). **Overlap:** This is an interesting case – **T-TSA and TSD’s roles are complementary, not overlapping**, but having two organizations for sewer means two administrations. In some regions, one agency would handle both collection and treatment; here, fragmentation ensures local control at TSD and regional efficiency at TTSA, but at a cost of dual governance. The existence of T-TSA prevents truly duplicative services (no other plant in Truckee, no other agency treating sewage), but it is another public body funded by taxes. Residents indirectly fund T-TSA via TSD and via that sliver of property tax. Any potential consolidation (merging TSD and T-TSA, for instance) could reduce overhead but would require complex political agreement. As it stands, they coordinate closely to avoid operational inefficiencies (e.g. TSD manages flows, T-TSA communicates treatment capacity).

Sources: HdL report (T-TSA tax share) ¹⁷; T-TS. budget snippet ⁶⁹; T-TSA web: (role and service area) ⁷⁰.

Other Local Public Agencies and Notes

In addition to the major agencies above, Truckee residents’ tax dollars support a few **smaller special districts**:

- **Truckee Cemetery District:** Manages the public cemetery in Truckee. It receives a very small property tax share (~**0.27%** of the base tax, about \$0.0027 per \$1) ¹². This yields on the order of \$ **5–0.7 million** a year for cemetery upkeep. Its budget is modest (tens of thousands for maintenance and operations). The district’s administration is minimal – a volunteer board and perhaps one part-time staff or contracted services. The Town and County do not provide cemetery services, so there’s no duplication; this is a niche service funded by a tiny tax.
- **Nevada County Resource Conservation District (RCD):** Covers eastern Nevada County including Truckee. It gets about **0.20%** of property tax (\$0.0020 per \$1) ⁷¹, roughly **\$340k/year** ⁷². The RCD promotes soil health, forest reduction, and conservation projects. It likely has just a few employees and a board. Its “overhead” is low, but it too is a separate entity. It often partners with Truckee Fire and others on grants, acting as a pass-through for state resource grants – a case where having a local RCD can actually bring in extra funds to the area.
- **Sierra Joint Community College District (Sierra College):** Truckee is part of the Sierra College district. Sierra College operates a small **Truckee campus**. The district is funded by property taxes from its service area (which includes Placer and Nevada Counties) and state funds. In the Truckee tax breakdown, **7.42%** of the base tax goes to Sierra College ⁷³ – about \$0.0742 per \$1. That means roughly **\$670** from a \$900k property annually. These funds help support Sierra College’s operations (main campuses are in Rocklin and Grass Valley, plus Truckee). While Sierra College’s presence in Truckee is relatively small, local taxpayers significantly contribute to the college district. Overhead: the college district has its own administration (a president, board, etc.), completely separate from K-12 or city/county structures. There’s no service overlap; it provides community college education, which no other local agency does.

Interagency Overlap and Efficiency: From the above, it’s clear the Truckee region has numerous independent agencies funded by public dollars. Each has its own governance and administrative structure. For residents of Truckee (within town limits), a single property tax bill is divided among **at least 10 different public entities** – Town, County, School District, Fire, Rec & Park,

Hospital, Airport, Sanitary (TSD), College, Cemetery, RCD, plus a slice to the state via ERAF. We can illustrate this distribution with approximate percentages:

⁶ ⁷⁴ *Example:* For each \$1 of property tax paid in Truckee (Nevada County TRA 003-001):

- **Town of Truckee:** ~\$0.2284 (22.8%)
- **Tahoe-Truckee Unified School District:** ~\$0.1818 (18.2%)
- **Truckee Donner Rec & Park District:** ~\$0.0657 (6.6%) – plus \$0.0119 (1.2%) ERAF diversion ⁴³
- **Truckee Fire Protection District:** ~\$0.0882 (8.8%)
- **Truckee Sanitary District:** ~\$0.0992 (9.9%)
- **Tahoe Forest Hospital District:** ~\$0.0335 (3.4%)
- **Tahoe-Truckee Airport District:** ~\$0.0255 (2.6%)
- **Sierra College District:** ~\$0.0742 (7.4%)
- **County of Nevada (General Fund):** ~\$0.0714 (7.1%) – plus ~\$0.0496 (5.0%) ERAF shift ⁷
- **Placer County Office of Education:** ~\$0.0241 (2.4%) (for the Placer-side education share)
- **County School Service Fund (Nevada Co.):** ~\$0.00315 (0.3%)
- **Truckee Cemetery District:** ~\$0.00269 (0.27%)
- **Nevada County RCD:** ~\$0.00200 (0.20%)
- **Tahoe-Truckee Sanitation Agency:** ~\$0.0219 (2.19%)

(Note: ERAF shifts shown above in Town/County/Park lines go to state-controlled education funds ¹⁸, effective. ⁷⁵ increasing the school funding beyond the district's direct share.)

This breakdown shows that no single agency receives an overwhelming majority of the tax dollar – instead, many specialized districts get smaller portions. The **advantage** is focused service delivery; the **disadvantage** is potential inefficiency due to overlapping administrative apparatus.

Administrative Duplication: Across these agencies, we find **multiple HR departments, finance departments, and boards** in one small town. For example, the Town, TDPUD, TDRPD, Fire District, Hospital District, School District, and Airport District each have a finance director or accounting manager – seven finance heads – each handling budgets and audits ⁷⁵ ⁶⁵. There are similarly multiple **general managers** (Town Manager, PUD GM ⁷⁶ ⁷⁷ ⁷⁸ ⁷⁹ ⁸⁰ ⁸¹ ⁸² ⁸³ ⁸⁴ ⁸⁵ ⁸⁶ ⁸⁷ ⁸⁸ ⁸⁹ ⁹⁰ ⁹¹ ⁹² ⁹³ ⁹⁴ ⁹⁵ ⁹⁶ ⁹⁷ ⁹⁸ ⁹⁹ ¹⁰⁰ ¹⁰¹ ¹⁰² ¹⁰³ ¹⁰⁴ ¹⁰⁵ ¹⁰⁶ ¹⁰⁷ ¹⁰⁸ ¹⁰⁹ ¹¹⁰ ¹¹¹ ¹¹² ¹¹³ ¹¹⁴ ¹¹⁵ ¹¹⁶ ¹¹⁷ ¹¹⁸ ¹¹⁹ ¹²⁰ ¹²¹ ¹²² ¹²³ ¹²⁴ ¹²⁵ ¹²⁶ ¹²⁷ ¹²⁸ ¹²⁹ ¹³⁰ ¹³¹ ¹³² ¹³³ ¹³⁴ ¹³⁵ ¹³⁶ ¹³⁷ ¹³⁸ ¹³⁹ ¹⁴⁰ ¹⁴¹ ¹⁴² ¹⁴³ ¹⁴⁴ ¹⁴⁵ ¹⁴⁶ ¹⁴⁷ ¹⁴⁸ ¹⁴⁹ ¹⁵⁰ ¹⁵¹ ¹⁵² ¹⁵³ ¹⁵⁴ ¹⁵⁵ ¹⁵⁶ ¹⁵⁷ ¹⁵⁸ ¹⁵⁹ ¹⁶⁰ ¹⁶¹ ¹⁶² ¹⁶³ ¹⁶⁴ ¹⁶⁵ ¹⁶⁶ ¹⁶⁷ ¹⁶⁸ ¹⁶⁹ ¹⁷⁰ ¹⁷¹ ¹⁷² ¹⁷³ ¹⁷⁴ ¹⁷⁵ ¹⁷⁶ ¹⁷⁷ ¹⁷⁸ ¹⁷⁹ ¹⁸⁰ ¹⁸¹ ¹⁸² ¹⁸³ ¹⁸⁴ ¹⁸⁵ ¹⁸⁶ ¹⁸⁷ ¹⁸⁸ ¹⁸⁹ ¹⁹⁰ ¹⁹¹ ¹⁹² ¹⁹³ ¹⁹⁴ ¹⁹⁵ ¹⁹⁶ ¹⁹⁷ ¹⁹⁸ ¹⁹⁹ ²⁰⁰ ²⁰¹ ²⁰² ²⁰³ ²⁰⁴ ²⁰⁵ ²⁰⁶ ²⁰⁷ ²⁰⁸ ²⁰⁹ ²¹⁰ ²¹¹ ²¹² ²¹³ ²¹⁴ ²¹⁵ ²¹⁶ ²¹⁷ ²¹⁸ ²¹⁹ ²²⁰ ²²¹ ²²² ²²³ ²²⁴ ²²⁵ ²²⁶ ²²⁷ ²²⁸ ²²⁹ ²³⁰ ²³¹ ²³² ²³³ ²³⁴ ²³⁵ ²³⁶ ²³⁷ ²³⁸ ²³⁹ ²⁴⁰ ²⁴¹ ²⁴² ²⁴³ ²⁴⁴ ²⁴⁵ ²⁴⁶ ²⁴⁷ ²⁴⁸ ²⁴⁹ ²⁵⁰ ²⁵¹ ²⁵² ²⁵³ ²⁵⁴ ²⁵⁵ ²⁵⁶ ²⁵⁷ ²⁵⁸ ²⁵⁹ ²⁶⁰ ²⁶¹ ²⁶² ²⁶³ ²⁶⁴ ²⁶⁵ ²⁶⁶ ²⁶⁷ ²⁶⁸ ²⁶⁹ ²⁷⁰ ²⁷¹ ²⁷² ²⁷³ ²⁷⁴ ²⁷⁵ ²⁷⁶ ²⁷⁷ ²⁷⁸ ²⁷⁹ ²⁸⁰ ²⁸¹ ²⁸² ²⁸³ ²⁸⁴ ²⁸⁵ ²⁸⁶ ²⁸⁷ ²⁸⁸ ²⁸⁹ ²⁹⁰ ²⁹¹ ²⁹² ²⁹³ ²⁹⁴ ²⁹⁵ ²⁹⁶ ²⁹⁷ ²⁹⁸ ²⁹⁹ ³⁰⁰ ³⁰¹ ³⁰² ³⁰³ ³⁰⁴ ³⁰⁵ ³⁰⁶ ³⁰⁷ ³⁰⁸ ³⁰⁹ ³¹⁰ ³¹¹ ³¹² ³¹³ 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\$7M²⁶ and so on. Administrative overhead is a necessary cost, but when viewed collectively, Truckee's taxpayers support numerous administrations. Policymakers and citizens can use this information to weigh the value of local control and specialized services against the potential benefits of streamlining and consolidation. The **most recent data (2023–2025)**, as detailed above, provides transparency on where tax dollars go and which agencies might consider efficiency gains through collaboration or shared services.

Sources: HdL Coren & Cone Truckee tax breakdown^{6 74}; Truckee agency budgets and audits as cited, etc.); Nevada County above (Town⁸, Fire³⁸, Rec²⁶ Auditor's 2023/24 allocation letters for each district^{76 39 28}.

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