





SCGA

SACRAMENTO CENTRAL
GROUNDWATER AUTHORITY

FISCAL YEAR 2027
FINAL BUDGET

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SACRAMENTO CENTRAL
GROUNDWATER AUTHORITY

FISCAL YEAR 2027
FINAL BUDGET

LETTER OF TRANSMITTAL

June 18, 2026

I am pleased to submit the Fiscal Year 2026–2027 (FY 2027) Budget for the Sacramento Central Groundwater Authority (SCGA) for your review and consideration. The budget is presented for adoption prior to the start of the fiscal year and is balanced, with projected revenues and available fund balance sufficient to meet anticipated expenditures.

The FY 2027 budget reflects an important transition for the SCGA. We have completed the first phase of the Sustainable Groundwater Management Act (SGMA) implementation and are preparing for the next stage of long-term groundwater management.

This year's budget differs from prior years. Rather than focusing on new programs or projects, FY 2027 is centered on redefining responsibilities, objectives and revenue sources. Key activities include amending the Joint Powers Agreement, revising the South American Subbasin Memorandum of Understanding, commissioning a comprehensive fee study, and conducting a Board strategic planning process to define priorities for the next three to five years. These efforts will clarify SCGA's authorities, role, and financial capacity and will provide the framework needed for future implementation decisions.

Because these foundational actions will determine both the scope of the SCGA's future activities and the revenue available to support them, the budget does not include a multi-year financial forecast. A long-term financial plan would not be reliable until the Board establishes the SCGA's governance and funding structure. Following completion of this work, staff anticipate presenting an implementation-phase budget beginning in FY 2028 that will include multi-year projections and program-level priorities.

In addition to these planning efforts, SCGA will continue to carry out its ongoing responsibilities under SGMA, including required reporting, coordination with partner Groundwater Sustainability Agencies within the South American Subbasin, and communication with stakeholders and the public.

This budget is intended to provide the Board with the resources needed to make informed policy decisions before committing the SCGA to long-term financial obligations. The approach ensures that future groundwater management actions are guided by clear direction, equitable funding, and coordinated regional management.

I would like to thank the Board and our partner agencies for their continued guidance and collaboration. Staff look forward to discussing the proposed budget with you and receiving your direction.

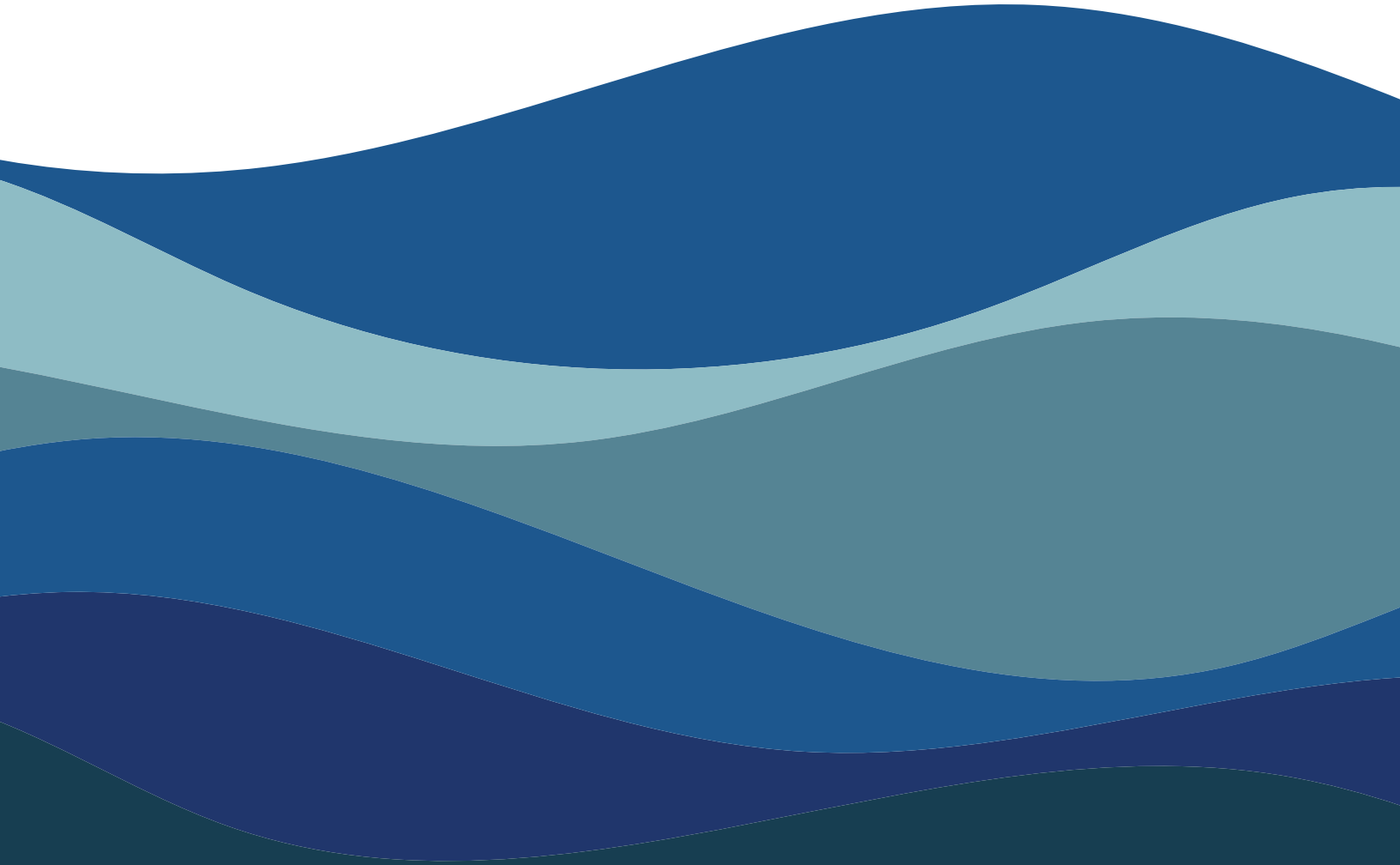
Respectfully submitted,

Piret Harmon

Piret Harmon
Executive Director
Sacramento Central Groundwater Authority

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BUDGET INTRODUCTION AND EXECUTIVE SUMMARY



1 BUDGET INTRODUCTION AND EXECUTIVE SUMMARY

BUDGET IMPROVEMENTS FOR FY 2027

For FY 2027, the SCGA continued improving and expanding budget content pursuant to excellence in financial planning, fiscal integrity, and transparency. In addition, this budget incorporates many of the best practices established by the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards Program. The GFOA program was established in 1984 to encourage and assist local and State governments in preparing budget documents of the very highest quality that reflect the guidelines established by the National Advisory Council on State and local Budgeting. Budgets meeting all GFOA criteria excel as a policy document, financial plan, operating guide, and communication tool.

The following improvements are a subset of the overall improvements:

- Added a new section that includes recently updated, Board approved, financial and records management policies;
- Expanded the discussion around current initiatives; and
- Enhanced the description and methods for developing estimates for each revenue source.

BUDGET OVERVIEW

The SCGA receives funding from multiple sources; member contributions, SASb MOU Cost Share contributions, assessment fees, State grants, and interest income.

The final budget contains three years of data – prior year actual amounts identified as "FY 24/25 Actual," current year amounts identified as "FY 25/26 Estimate", and the budget year amounts, reported as "FY 26/27 Proposed." The FY 25/26 Estimate is based on roughly nine months of actual accounting data (modified accrual basis), while the remainder of the fiscal year is based on estimates.

Total budgeted revenues for FY 2027 are expected to be $1 million, a decrease of $140,000 from the prior year. Expenditures for FY 26/27 are budgeted to be $1.16 million, a decrease of $253,000 from the prior year. Please see the Budget and Work Plan section of this document for more information regarding the proposed changes.

CONSOLIDATED BUDGET - GENERAL FUND*

Description	FY 24/25 Actuals	FY 25/26 Budget	FY 25/26 Estimate	FY 26/27 Proposed	Change from FY 25/26	Change in Percent
Revenues						
Member Contributions	$ 744,977	$ 744,517	$ 744,517	$ 726,739	$ (17,778)	-2.4%
SASb MOU Cost Share	$ 48,348	$ 164,920	$ 152,765	$ 43,274	$ (121,646)	-73.8%
Assessment	$ 186,263	$ 188,891	$ 192,300	$ 185,000	$ (3,891)	-2.1%
Interest	$ 66,911	$ 50,000	$ 56,000	$ 50,000	$ -	0.0%
Total Revenues	**$ 1,046,499**	**$ 1,148,328**	**$ 1,145,582**	**$ 1,005,013**	**$ (143,315)**	**-12.5%**
Expenditures						
Technical Services	$ 872,633	$ 934,600	$ 800,000	$ 403,000	$ (531,600)	-56.9%
Administrative Services	$ 1,144	$ 290,000	$ 269,000	$ 300,000	$ 10,000	3.4%
Financial Services	$ 18,169	$ 127,220	$ 100,000	$ 119,400	$ (7,820)	-6.1%
Legal Services	$ 31,188	$ 40,000	$ 50,000	$ 60,000	$ 20,000	50.0%
IT Services	$ -	$ -	$ -	$ 12,000	$ 12,000	100.0%
Communication Services	$ -	$ -	$ -	$ 50,000	$ 50,000	100.0%
Other Professional Services	$ -	$ -	$ -	$ 30,000	$ 30,000	100.0%
Fee Study	$ -	$ -	$ -	$ 150,000	$ 150,000	100.0%
Monitoring Equipment	$ -	$ 16,000	$ 8,635	$ 22,000	$ 6,000	37.5%
Insurance	$ 10,692	$ 6,205	$ 3,792	$ 5,200	$ (1,005)	-16.2%
Travel and Training	$ -	$ -	$ 3,000	$ 6,000	$ 6,000	100.0%
Dues and Subscriptions	$ -	$ -	$ 2,000	$ -	$ -	100.0%
Miscellaneous	$ 299	$ -	$ -	$ 3,000	$ 3,000	100.0%
Total Expenditures	**$ 934,125**	**$ 1,414,025**	**$ 1,236,427**	**$ 1,160,600**	**$ (253,425)**	**-17.9%**
Net Increase (decrease) in Fund Balance	$ 112,374	$ (265,697)	$ (90,845)	$ (155,587)	$ 110,110	
Beginning Fund Balance	**$ 1,202,912**	**$ 1,315,286**	**$ 1,315,286**	**$ 1,224,441**		
Ending Fund Balance	**$ 1,315,286**	**$ 1,049,589**	**$ 1,224,441**	**$ 1,068,854**	**$ 19,265**	
Operating Reserve	$ -	$ 287,082		$ 251,253		
Ending Fund Balance Less Reserve	$ -	$ 762,507		$ 817,601		

* The SCGA reports a single fund - the General Fund

STRATEGIC PLANNING OBJECTIVES AND STRATEGIES

The SCGA's mission is to manage, protect and sustain the groundwater resources of the basin in Sacramento County, south of the American River, consistent with the Water Forum Agreement and the Sustainable Groundwater Management Act (SGMA) for the benefit of water users within the basin, and to coordinate with other management entities and activities through the region.

To achieve it goals and objectives, the SCGA has identified the following **seven** areas to focus its efforts on:

FOCUS AREAS

- SUSTAINABLE GROUNDWATER MANAGEMENT ACT (SGMA) COMPLIANCE AND BASIN PLANNING;
- GOVERNANCE AND LEGAL;
- POLICY AND ADMINISTRATION;
- FUNDING AND FINANCE;
- BOARD STRATEGIC PLANNING;
- PUBLIC ENGAGEMENT AND TRANSPARENCY; AND
- PROJECTS AND PROGRAMS.

SGMA COMPLIANCE AND BASIN PLANNING

The SCGA is currently developing its Groundwater Sustainability Plan (GSP) Periodic Evaluation. This effort is undertaken at least every five years after the plan is initially adopted, to determine if the basin is on track to reach sustainability, that the models and assumptions are still valid, to identify new problems, and management actions needed to address them.

Since this is the first such periodic evaluation since inception of the SGMA, the effort will determine if the original assumptions were too optimistic, how much groundwater pumping must be reduced/changed, and whether the basin needs any major plan revisions. The effort is being performed by a contractor who expects the update to be completed in the spring of 2027.

GOVERNANCE AND LEGAL

The Joint Powers Authority Agreement (JPA) has been in effect since 2006 when SCGA was created. Since then, it has been amended three times with only minor revisions. However, this year the agreement is undergoing a comprehensive update to reflect changing membership in the GSA and its boundaries, as well as to better align it with current legal and program requirements.

As part of this effort, SCGA will revise the SASb GSP implementation MOU to reflect the changes in membership. Sloughhouse Resource Conservation District is withdrawing from the GSA and the Omochumne-Hartnell Water District is being annexed and changing its boundaries.

POLICY AND ADMINISTRATION

In 2006 when the SCGA was created, an MOU was executed with the County of Sacramento to provide a broad spectrum of fiscal and administrative services since the SCGA does not have any employees. That arrangement was in place through June 2025. However, in July 2025 the SCGA discontinued using County services and became organizationally/administratively independent. As a result, a new set of policies and procedures were necessary to establish a framework to ensure legal and fiscal compliance.

Since this is a significant undertaking, the project has been broken down into subtasks. In FY 2025-26, new fiscal and records management policies were approved by the Board. However, the effort will continue through FY 2027 as the agency continues updating the following policies:

- Rules of procedures;
- Board of Directors;
- Officers and employees;
- Assessments, fees, and charges;
- Dispute resolution;
- Conflict of interest; and
- Ethics;

This is an ongoing effort to ensure that the SCGA is fully compliant with all fiscal, legal, and regulatory requirements.

FUNDING AND FINANCE

The SGMA assigns GSA's many core statutory responsibilities. The fund them, the agency needs to develop an equitable, long-term funding mechanism to ensure full compliance. Although the initial GSP has been completed, there are many ongoing responsibilities which consist of the following:

- Achieve and maintain groundwater sustainability;
- Monitor groundwater conditions;
- Prepare annual reports;
- Periodically evaluate and update the GSP;
- Regulate and manage groundwater use;
- Coordinate with other agencies and GSAs; and
- Public engagement and transparency

SCGA has a workplan in place that is regularly updated to ensure that the necessary funding and resources are in place to fully comply with its responsibilities in a timely manner.

BOARD STRATEGIC PLANNING

The Board will focus its strategic priorities in the budget year and beyond by advancing long-term groundwater sustainability while maintaining strong governance, financial stability, and stakeholder engagement. It will also support projects and management actions that protect groundwater levels, improve recharge opportunities, strengthen monitoring and data collection, and ensure progress toward avoiding undesirable results. Furthermore, the Board will emphasize sound fiscal planning to sustain operations, leverage state and federal funding opportunities, and invest in strategic infrastructure and science needed to manage the basin effectively.

Through proactive communication and stakeholder engagement, the Board aims to build long-term public trust while ensuring that groundwater resources remain reliable and resilient for communities, agriculture, and ecosystems across the basin.

PUBLIC ENGAGEMENT AND TRANSPARENCY

SCGA is committed to providing meaningful opportunities for stakeholders and the public to participate in groundwater management decisions. This includes conducting open and accessible board meetings, maintaining publicly available groundwater data and reports, and actively engaging groundwater users, local governments, environmental interests, and community members in discussions regarding basin conditions, management actions, and long-term sustainability goals. This commitment to transparency and engagement ensures that groundwater management actions reflect community input while remaining aligned with regulatory expectations and oversight from agencies such as the California Department of Water Resources.

PROJECTS AND PROGRAMS

To ensure that regional water supply and groundwater projects align with the SASb framework and long-term sustainability goals, projects will be coordinated with the GSP and sustainability indicators established under the SGMA. This includes early consultation with the relevant GSAs, assessing whether proposed projects improve groundwater recharge, reduce pumping impacts, and confirming that project operations are consistent with basin modeling, monitoring networks, and management actions. Regional collaboration, transparent data sharing, and periodic review with oversight agencies such as the California Department of Water Resources help ensure that investments support the SASb strategy while advancing measurable progress toward long-term groundwater sustainability across the basin.

FACTORS AFFECTING FINANCIAL CONDITION

A strategic approach to long-term planning is vital in navigating the financial landscape where an agency's revenue hinges on effective collaboration with member agencies and GSAs. Forecasting budgets with scenario analysis, establishing reserve funds, managing costs effectively, maintaining a varied revenue portfolio, advocating for funding support, having contingency plans, and continuously adapting strategies to handle financial fluctuations is a key objective of SCGA.

Numerous factors impact SCGA's financial condition. Although member agencies, SASb MOU Cost Share, and assessments provide a stable revenue base, the following factors are, in part, are among the challenges on the horizon.



AUTHORITY BOUNDARY CHANGES

Omochumne Hartnell Water District is pursuing annexation of a portion of the current SCGA area in southwestern Sacramento County. This change is slated to begin in FY 2027, resulting in decreased contributions to SCGA;

DEPARTURE OF THE SLOUGHHOUSE RESOURCE CONSERVATION DISTRICT FROM THE GSA

the agency will no longer contribute to the SASb MOU Cost Share;

LACK OF ESCALATION OF PARCEL AND GROUNDWATER FEE

Although the fee study completed in 2021 projected annual inflationary increases in the fee amount, the Board has approved holding the fee constant at the initial level;

POLICY AND REGULATORY CHANGES

Changes in government policies, regulations, or legislative priorities may increase implementation, compliance, and litigation costs;

GRANT AVAILABILITY AND COMPETITION

The availability of discretionary grants and the level of competition for those grants, especially if state or federal funding support is necessary, can directly influence the Agency's ability to secure funding. Changes in government and regional priorities, budget allocations, and the number of applicants competing for grants can all affect grant success rates;



ECONOMIC CONDITIONS

Restrictions on groundwater usage can impact agriculture, and other industries, potentially reducing local economic activity. Additionally, governments may reduce discretionary spending during economic downturns, leading to decreased funding; and



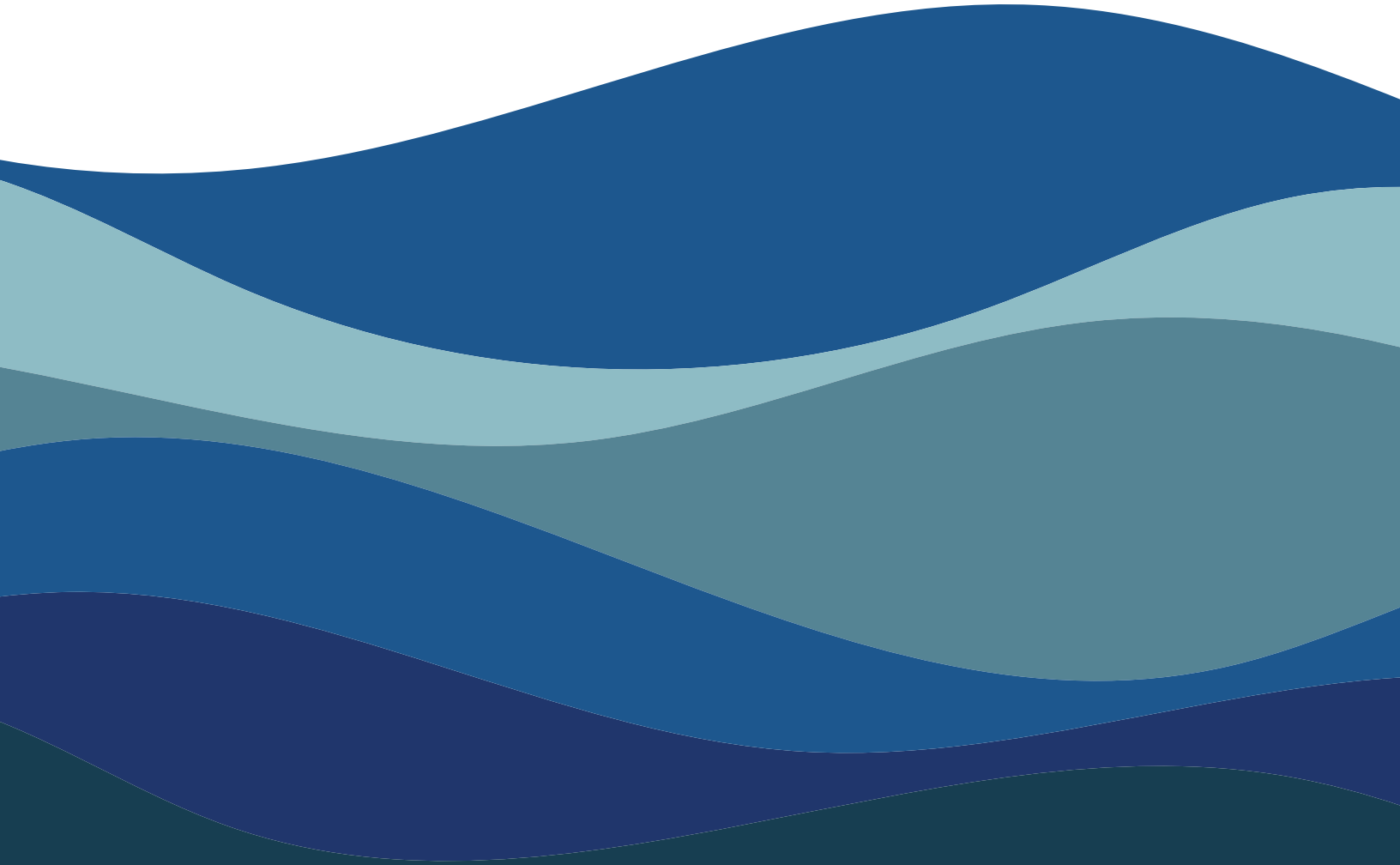
PUBLIC SUPPORT AND ADVOCACY

Public support, community engagement, and advocacy efforts influence funding decisions.

The SCGA continues to monitor national, regional, and local trends as it carries out its mission to effectively manage SASb groundwater resources. This endeavor will continue to require strategic collaboration with stakeholders and the public. The Board and staff remain committed to protecting regional groundwater assets.

2

BUDGET AND WORK PLAN



2 BUDGET AND WORK PLAN

HOW THE BUDGET IS ORGANIZED

This budget is structured to serve as a comprehensive financial, operational, and strategic planning tool for the Sacramento Central Groundwater Authority (SCGA). It begins with a Letter of Transmittal and Budget Introduction and Executive Summary that outlines the agency's priorities, funding context, and overall fiscal outlook for FY 2027. The main body includes detailed sections on revenue and expenditure categories, strategic goals, fiscal policies, and organizational structure.

WHO USES THIS BUDGET

The budget is intended for use by a wide range of audiences:

GOVERNING BOARD MEMBERS

use it to set priorities, authorize spending, and monitor progress;

SCGA STAFF

use it to guide daily operations, manage consultant contracts, and ensure compliance with grant and policy requirements; and

MEMBER AGENCIES, FUNDING PARTNERS, AND THE PUBLIC

use it to understand how public resources are being invested, and what milestones are being pursued.

HOW TO INTERPRET THE BUDGET

The budget is both a narrative and a financial document. Narrative sections provide the context, strategy, and policy framework for each area of spending, while the accompanying financial tables show actual, estimated, and proposed figures over a multi-year horizon. Together, they illustrate not only how much the SCGA plans to spend, but why those expenditures are necessary, how they align with funding sources, and how they contribute to the agency's strategic goals. Readers are encouraged to review the narrative and financial information together to gain a full understanding of the agency's priorities, constraints, and delivery approach.

FY 2027 BUDGET

The SCGA reports a single fund – the General Fund. The General Fund supports the agency's operating activities and project costs such as the GSP Periodic Evaluation. The following table provides three years of fiscal information – actual amounts for FY 24/25, estimated amounts for FY 25/26, and proposed amounts for the budget year FY 26/27.

CONSOLIDATED BUDGET - GENERAL FUND*

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Other Professional Services	$ -	$ -	$ -	$ 30,000	$ 30,000	100.0%
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* The SCGA reports a single fund - the General Fund

The budget takes into consideration all anticipated operating costs for FY 2027 including an assessment fee study with an expected periodic cost of $150,000. All assumptions in this budget are based on regional priorities, compliance requirements, and any known internal and external constraints. The process is dynamic in nature, requiring continuous monitoring throughout the year.

Operating and project costs are based, in part, on prior year baseline information that has been updated to reflect expectations in the budget year – FY 2027. Authority staff monitor the budget throughout the year to ensure that spending is within the adopted amounts and that revenues are trending as expected.

Overall, the SCGA is expecting revenues of $1 million in the budget year versus $1.15 million in the current year – a 12.5% decrease. The primary cause is that the SASb MOU Cost Share total was reduced to $195,000 in FY 2027 from $657,050 in the prior year. Since SCGA incurs almost 78% of the total cost, the other members contribute the remainder. Therefore, their fair share of the budget year's estimate is much lower. In addition, Sloughhouse Resource Conservation District (SRCD) left the GSA in FY 25/26 eliminating its contribution to the SASb MOU Cost Share. Therefore, offsetting the decrease, SRCD's 3.7% contribution was equitably shared by each of the other members.

Most of SCGA's revenue is received early in the fiscal year – in particular member contributions. The SASb MOU Cost Share contributions are due mid-year and the assessment installments, which are billed and collected by the County of Sacramento, are due in January and May. Each of the estimates for the primary revenue sources is developed by staff and adopted through Board or Executive Committee resolutions prior to June. Member Contributions are billed in July and payments are normally received by the end of the first quarter of the fiscal year.

Current year and budget year Member Contributions and Assessment are expected to remain about the same – $21,000 (-4.5%) decrease. Interest income is expected to be unchanged.

Total budgeted expenditures are projected to decrease 18% to a total of $1.16 million in FY 2027 compared to total budgeted expenditures of $1.41 million in FY 25/26. Actual expenditures are estimated at $1.24 million for FY 25/26. The variances are as follows:

- **Technical Services** - Expected to decrease by $531,000 (-56.9%), most of the costs were to complete the GSP Periodic Evaluation, budgeted at $512,000 in FY 25/26, which were incurred in the prior year.
- **IT Services** - New for the budget year.
- **Communication Services -** New for the budget year.
- **Other Professional Services -** New for the budget year
- **Fee Study** - This is a periodic cost to update the assessment fee study which supports the fees charged to well owners in the SASb. The last update was completed in 2021.
- **Travel and Training -** Staff and Board members are encouraged to participate in trainings, workshops, and professional forums to maintain regulatory compliance, stay current with groundwater management practices, and support effective governance.

The budgeted ending fund balance is expected to increase by $19,000 to $1.06 million over the prior year budgeted ending fund balance.

EXPLANATION OF REVENUE SOURCES

In September 2014, Governor Brown signed legislation known as the Sustainable Groundwater Management Act (SGMA) requiring medium and high priority groundwater basins to be sustainably managed by local agencies called Groundwater Sustainability Agencies (GSAs). In 2016, SCGA became the official GSA for its designated area within the South American Groundwater Subbasin (SASb). Sustainability is achieved through the development and implementation of a Groundwater Sustainability Plan (GSP). Early in the program, the SCGA applied for grants to cover most of the costs of developing the GSP. However, the costs of staffing the GSA, administration of the GSP, operations, and long-term monitoring, assessment, and reporting required additional funding to meet the State of California Department of Water Resources (DWR) compliance requirements and carry out related groundwater management actions. The costs associated with the unfunded law are as follows:

- Maintaining a Groundwater Database Management System;
- Monitoring and improving the monitoring network;
- Annual reporting;
- Response to Department of Water Resources review;
- Evaluation and assessment of the GSP on five-year intervals;
- Filling data gaps and improving the groundwater model;
- Overseeing and coordinating projects;
- Public outreach; and
- GSA administration.

REVENUE SOURCES



To fund these costs, the SCGA relies on revenue from multiple sources:

- Member contributions;
- SASb MOU Cost Share contributions;
- Annual assessments for well owners;
- State grants; and
- Interest income

MEMBER CONTRIBUTIONS



Member contributions are remitted by the six municipal water suppliers that hold seats on the Board of Directors. Members are charged a rate per customer connection and a rate per acre-foot of groundwater extracted. The rate is comparable to that charged to landowners outside of the service area of the member agencies.

Below are the most recent calculations:

MEMBER CONTRIBUTIONS FY 2027

	Pumping - Acre Feet*	Rate	
SCWA	10,901	$3.44	$37,501
Cal-Am	16,733	$3.44	$57,560
GSWC	8,082	$3.44	$27,802
EGWD	4,160	$3.44	$14,312
City of Sac	1,400	$3.44	$4,816
Total	**41,276**	**$3.44**	**$141,992**

* Three-year average

	Number of Connections	Rate	
SCWA	62,186	$2.51	$156,087
Cal-Am	36,218	$2.51	$90,907
GSWC	15,534	$2.51	$38,990
EGWD	13,258	$2.51	$33,278
City of Sac	96,086	$2.51	$241,176
Folsom	9,685	$2.51	$24,309
Total	**232,967**		**$584,747**

SCWA	$193,588
Cal-Am	$148,468
GSWC	$66,792
EGWD	$47,589
City of Sac	$245,992
Folsom	$24,309
Total	**$726,739**

SASB MOU COST SHARE CONTRIBUTIONS

Regional Groundwater Sustainability Agencies (GSAs) entered into a memorandum of understanding (MOU) to coordinate management and share costs of SGMA implementation in the South American Subbasin SASb. The Sacramento Central Groundwater Authority serves as the administrator for the SASb. Annually, the GSA managers develop a budget for the shared costs of SASb management, which is then approved by the Subbasin Executive Committee.

SASB MOU COST SHARE

Sac County	5,257.59
OHWD	26,287.95
NDGSA+ RD551	11,728.47
SCGA	151,725.99
Total	**195,000.00**

SUSTAINABLE GROUNDWATER MANAGEMENT ACT (SGMA) FEES

In June 2017, the SCGA Board began hearings to discuss a process for equitably assessing and collecting fees from all beneficiaries of sustainable management of the SASb. In April 2021, the Board approved a draft Groundwater Fee Study and authorized staff to mail notification to affected parcel owners, consistent with the election process of Proposition 218. In June of 2021, the Board adopted the fee study. Annually, the Board adopts the assessment fee for the budget year.

The fee includes a per parcel charge as well as a charge for each acre of groundwater extracted. The groundwater use on larger agricultural parcels is estimated based on crop types and climate data. For rural residential parcels and other unirrigated lands, a standard two-acre-foot groundwater charge is assessed. Residential parcels served by water systems that are not represented by the SCGA Board are assessed for one acre-foot of groundwater use. In FY 2027, approximately 8,900 parcels will be assessed a fee on their Sacramento County property tax bill.

STATE GRANTS

Periodically, the SCGA applies for State grants that align with its priorities in terms of eligible projects and their respective timing. The grants are administered by the California Department of Water Resources. The SCGA does not plan on applying for any State grants in FY 2027 nor does it have any remaining funding for grants awarded in prior years.

INTEREST

The SCGA's investable cash balance fluctuates year by year as do interest rates. Interest income is generally immaterial to the overall revenue stream. However, cash balances over the last several years have been higher than usual and interest rates have stabilized at 3.5-4% over the last two years leading to increased interest income.

EXPLANATION OF EXPENDITURE CATEGORIES

The SCGA is supported by consultants who perform all administrative, operational, technical, and fiscal services. The consultants are retained through a competitive procurement process.

TECHNICAL SERVICES

This category reflects expenditures for specialized services, generally engineering and hydrogeology, obtained via contract to support rate studies, modeling, and Groundwater Sustainability Plan (GSP) Periodic Evaluation.

MANAGEMENT SERVICES

This category consists primarily of the contract for the Executive Director but may include other services such as records management, Board support, website maintenance, and other organizational needs.

FINANCIAL SERVICES

This category includes the annual financial audit, accounting and treasury services, and ad hoc financial reporting and compliance.

LEGAL SERVICES

Legal counsel provides direction regarding policies, contracts, and holding public meetings.

IT SERVICES

Website support, IT support for hardware, software, and cyber security.

COMMUNICATION SERVICES

Stakeholder outreach, public engagement and transparency efforts, including website content, outreach materials, and communications needed to increase awareness around SCGA objectives and activities.

MONITORING EQUIPMENT

Transducer and telemetry equipment and installation to improve data collection.

INSURANCE

The SCGA carries general liability, cyber liability, and crime insurance through Golden State Risk Management Authority.

OTHER PROFESSIONAL SERVICES

Support for activities to review and consider changes to governance, organizational structure and associated documents.

TRAVEL AND TRAINING

Staff and Board members are encouraged to participate in trainings, workshops, and professional forums to maintain regulatory compliance, stay current with groundwater management practices, and support effective governance.

DUES AND SUBSCRIPTIONS

Primarily Microsoft Sharepoint and QuickBooks monthly and annual fees.

MISCELLANEOUS

Office and administrative supplies

FEE STUDY

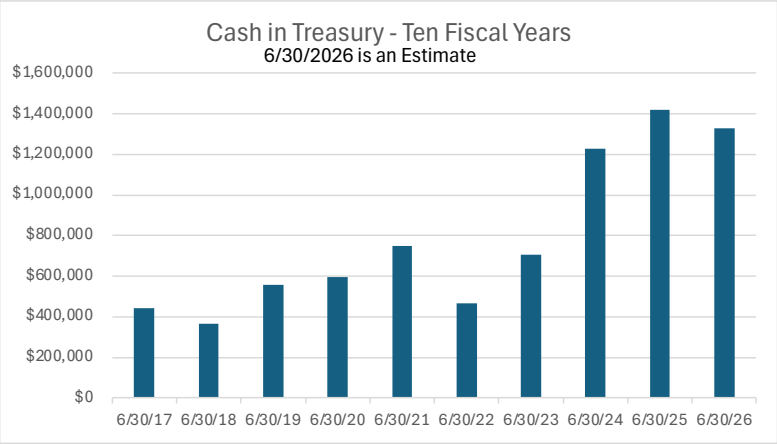
A comprehensive evaluation and update of SCGA's funding structure, including existing revenue sources such as assessments, member contributions, and cost-share agreements. The study will assess the adequacy, equity, and legal defensibility of current funding mechanisms, while identifying opportunities to streamline revenue collection, improve administrative efficiency, and increase transparency for stakeholders. The outcome will be an implementable funding framework aligned with SCGA's ongoing SGMA responsibilities and long-term financial sustainability.

WORK PLAN

The SCGA's Work Plan for FY 2027 includes completing the transition to an independent organization. The Board directed staff to plan for a comprehensive evaluation and update of the Joint Powers Agreement and all Authority policies, which will be undertaken in the coming fiscal year.

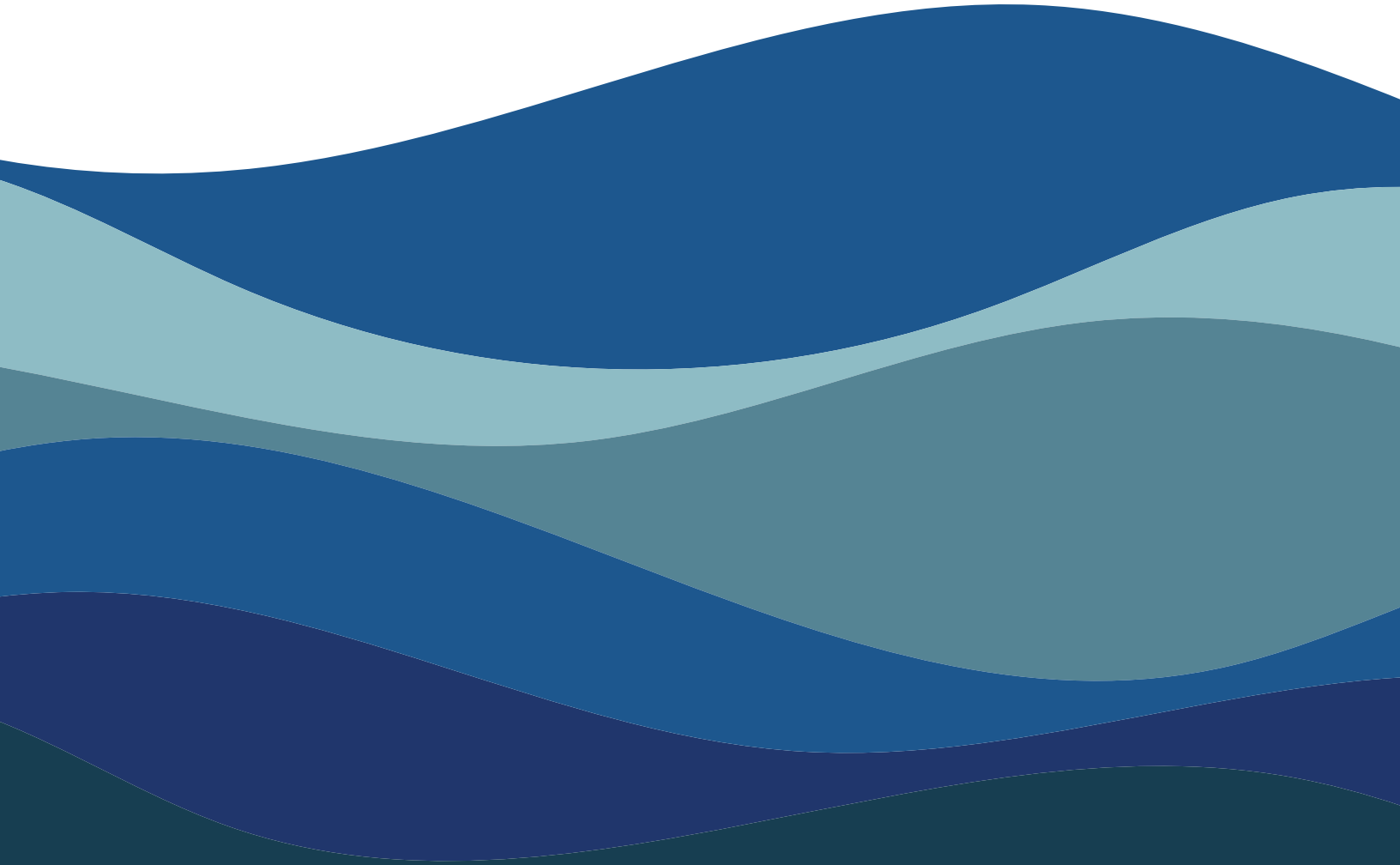
CASH BALANCES

The following graph shows the SCGA's cash balances over a 10-year period. The agency carefully monitors cash inflows and outflows to ensure adequate cash is on hand to meet operating expenditures. Some of the revenue comes in later in the fiscal year, so the agency needs to maintain $300,000 to $400,000 in cash to ensure that funds are available to pay invoices as they come due. As the graph shows, cash balances vary from year but have trended higher more recently. The higher balance was necessary to cover the cost of the GSP periodic update, estimated at about $512,000. The cash balance is expected to decrease slightly by the end of the current year.



3

BUDGET PROCESS



3 BUDGET PROCESS

BUDGET DEVELOPMENT PROCESS

Budget development begins in February after the prior year's audited annual financial statements are completed. The ending fund balances from the preceding year serve as the beginning balances for the current year. Using this information as a starting point, staff develop expectations for revenues and expenditures for the remainder of the current fiscal year.

At the beginning of the budget process, staff will determine how much potential funding is available in the budget year. This effort is central to determining cash flows for the budget year and is based, in part, on Board adopted contribution rates and fees.

Once the revenues for the budget year have been established, staff begin aligning expenditures with the available resources and their respective expenditure requirements. The expenditure baseline consists of consulting services, audit and other fiscal services, and overhead. SCGA executes multi-year contracts with many of its consultants who provide technical, operational, and administrative services. As such, staff work with each vendor to determine priority tasks so that the costs of those tasks can be incorporated into the budget.

The budget process is fluid. Staff continually monitor regional factors with potential implications to the Agency and Program. Pursuing funding is a strategic effort that, when successful, often requires timely planning to ensure the funds are spent according to law or contractual requirements.

During the budget hearing in April, the Board or members of the public may ask questions, make comments, or provide direction to staff. If any substantive budget revisions are required in response to comments, they will be incorporated into the final budget which will be presented to the Board in June for its consideration and adoption.

If there are material changes to the budget after its adoption, the Executive Director will confer with the finance team to determine if budget amendments are needed. As necessary, the adopted budget will be amended accordingly and presented to the Board for consideration and adoption.

Over the longer term, if Board direction leads to significant new projects or responsibilities, staff will work to identify financial resources to fund the increased workload. Staff monitors grant opportunities to offset the cost of existing or new initiatives.

BUDGET CALENDAR



FEBRUARY

Staff begin developing estimates for revenue and expenditures for the remainder of the current year based on actual year-to-date information. Staff also begin developing expenditure projections for the budget year and 5-year financing plan.



MARCH

Staff work with the Treasurer to finalize the draft budget.



APRIL/MAY

Executive Director/Treasurer present draft budget to Board. Comments and desired changes are noted.



MAY

Prepare Final Budget and staff report. Incorporate recommended changes from April meeting. Updated revenue projections are provided by the Executive Director.



JUNE

Executive Director/Treasurer present Final Budget with a staff report and resolution to the Board for adoption.



SUBSEQUENT TO JUNE

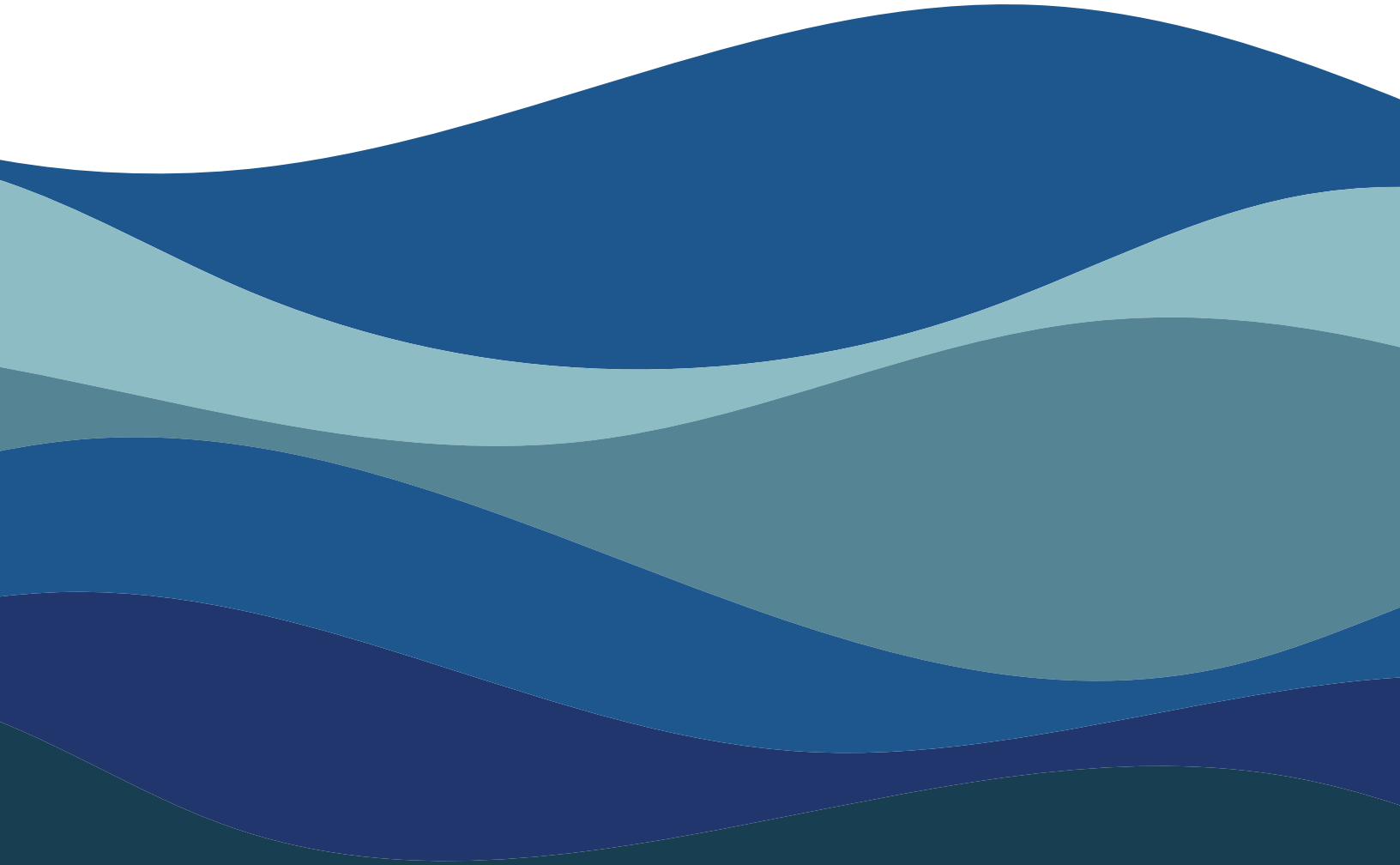
Executive Director/Treasurer present Final Budget with a staff report and resolution to the Board for adoption.

BASIS OF BUDGETING

All budgetary information is reported using the modified accrual basis of accounting like the fund financial statements found in the audited financial statements. This method recognizes revenue when it becomes measurable and available, while expenditures are recognized when the obligation to pay them is incurred. The SCGA's cut off for financial reporting purposes is 90 days after the fiscal year ends – September 30.

4

FINANCIAL POLICIES



4 FINANCIAL POLICIES

BOARD OF DIRECTORS

The Board provides fiscal oversight and establishes the Authority's financial direction. Primary responsibilities include:

- Adopting and amending financial policies
- Approving the annual operating budget
- Establishing fees and assessments
- Approving contracts exceeding $50,000
- Approving grant applications requiring a cash match
- Authorizing the use of reserves
- Reviewing periodic financial reports

Through these actions, the Board ensures that SCGA maintains sound fiscal practices and long-term financial sustainability.

EXECUTIVE DIRECTOR

The Executive Director is responsible for implementing the Board's financial policies and managing the Authority's day-to-day fiscal operations. Responsibilities include:

- Preparing and presenting the annual operating budget
- Overseeing financial administration and internal controls
- Executing contracts within delegated authority
- Pursuing grant opportunities consistent with Board priorities
- Monitoring financial performance and operational efficiency
- Providing financial reports and analysis to the Board

TREASURER

The Treasurer oversees the Authority's investment program and ensures compliance with applicable investment laws. Responsibilities include:

- Investing available cash in accordance with policy and California law
- Monitoring investment performance and risk
- Maintaining a list of approved financial institutions
- Ensuring appropriate financial disclosures and internal controls

BUDGETING AND FINANCIAL PLANNING

The annual operating budget serves as the Authority's primary financial planning document and supports implementation of the Board-approved work plan.

The budget presents anticipated revenues, expenditures, and available fund balances for the fiscal year. SCGA operates on a fiscal year beginning July 1 and ending June 30.

KEY BUDGETING PRINCIPLES

- Total expenditures may not exceed projected revenues plus available unrestricted fund balance.
- Budget development begins following completion of the prior year's audited financial statements.
- Revenue estimates are based on member contributions, assessments, grants, and other available funding sources.
- Expenditures are aligned with available resources and operational priorities.

REVENUE AND EXPENDITURE MANAGEMENT

The Board reviews the proposed budget during a public meeting and adopts the final budget prior to the beginning of the fiscal year. If significant changes occur during the fiscal year, budget amendments may be presented to the Board for approval.

SCGA also evaluates longer-term funding needs and monitors grant opportunities to support future projects and program requirements.

SCGA maintains funding mechanisms designed to provide reliable and equitable revenue streams necessary to support its operations and groundwater sustainability initiatives.

Revenue projections are developed using conservative assumptions and analysis of historical trends, economic conditions, and anticipated funding changes. The Authority will pursue collection of overdue fees and assessments consistent with applicable law.

Expenditures are managed to ensure fiscal stability and efficient operations. Spending priorities focus on core program functions, technical consulting services, administrative support, and compliance with groundwater sustainability responsibilities.

If projected expenditures exceed available revenues, corrective actions may include reducing expenditures, adjusting revenues, or utilizing reserves with Board approval.

FUND BALANCE AND RESERVE

Maintaining adequate reserves is essential for financial stability and risk management. SCGA seeks to maintain an operating reserve equal to at least three months of projected operating revenues. The reserve provides financial protection against revenue shortfalls, unexpected expenditures, or economic fluctuations.

Operating reserves may be used for emergencies or non-recurring expenditures when approved by the Board. If reserves fall below the target level, a plan should be developed to restore them over time.

GRANTS MANAGEMENT

Grant funding is an important tool for supporting regional groundwater sustainability projects and reducing financial impacts on local agencies and stakeholders. SCGA may pursue federal, state, or local grants that align with Board priorities and program objectives.

Before applying for grant funding, staff evaluate:

- Alignment with Board priorities
- Financial impacts on the Authority
- Required matching funds
- Potential long-term operational obligations

The Executive Director must obtain Board approval before submitting grant applications, particularly when cash matching funds are required. Staff provide periodic updates regarding the status and effectiveness of grant-funded programs.

FISCAL MONITORING AND FINANCIAL REPORTING

Ongoing financial monitoring supports transparency, accountability, and informed decision-making by the Board.

Staff prepare periodic financial reports that include:

- Comparisons of actual revenues and expenditures to the adopted budget
- Current fund balance status
- Analysis of financial trends
- Identification of potential financial risks

SCGA also prepares long-range financial forecasts, typically covering a five-year period. These forecasts help identify economic trends, funding risks, and emerging program needs that may influence future budgets.

ACCOUNTING, AUDITING, AND INTERNAL CONTROLS

SCGA maintains accounting practices and financial reporting systems consistent with Generally Accepted Accounting Principles (GAAP) and other professional standards applicable to public agencies.

The Authority prepares annual audited financial statements, which provide independent verification of financial accuracy and compliance with applicable standards.

Internal control systems are maintained to safeguard assets, ensure accurate financial records, and reduce the risk of fraud or misuse of funds.

INTERNAL CONTROL SYSTEM ELEMENTS



- Proper authorization of financial transactions
- Separation of duties
- Accurate financial recordkeeping
- Independent review and auditing

These controls help ensure the integrity of SCGA's financial management practices.

INVESTMENT MANAGEMENT

Public funds are invested in accordance with California Government Code requirements to ensure prudent financial management.

The investment program is guided by four primary objectives, in order of priority:

1. **Safety** – Preservation of principal
2. **Liquidity** – Ability to meet operational cash needs
3. **Diversification** – Managing risk through a balanced portfolio
4. **Yield** – Achieving a reasonable return consistent with safety and liquidity

Authorized investments include U.S. Treasury securities, federal agency securities, the California Local Agency Investment Fund (LAIF), certificates of deposit, and qualified money market funds. Investments generally may not exceed a five-year maturity limit, and portfolio diversification limits are applied to reduce risk.

The Treasurer is responsible for managing the investment portfolio and ensuring compliance with all applicable laws and policy requirements.

PROCUREMENT AND CONTRACTING

SCGA procures professional services, equipment, and supplies necessary to carry out its programs and operations.

Professional services are selected based on qualifications, expertise, and ability to perform the required work rather than lowest cost alone.

Contracting authority is structured as follows:

- Contracts up to $50,000: May be executed by the Executive Director if funds are available in the approved budget.
- Contracts exceeding $50,000: Require written proposals and approval by the Board.

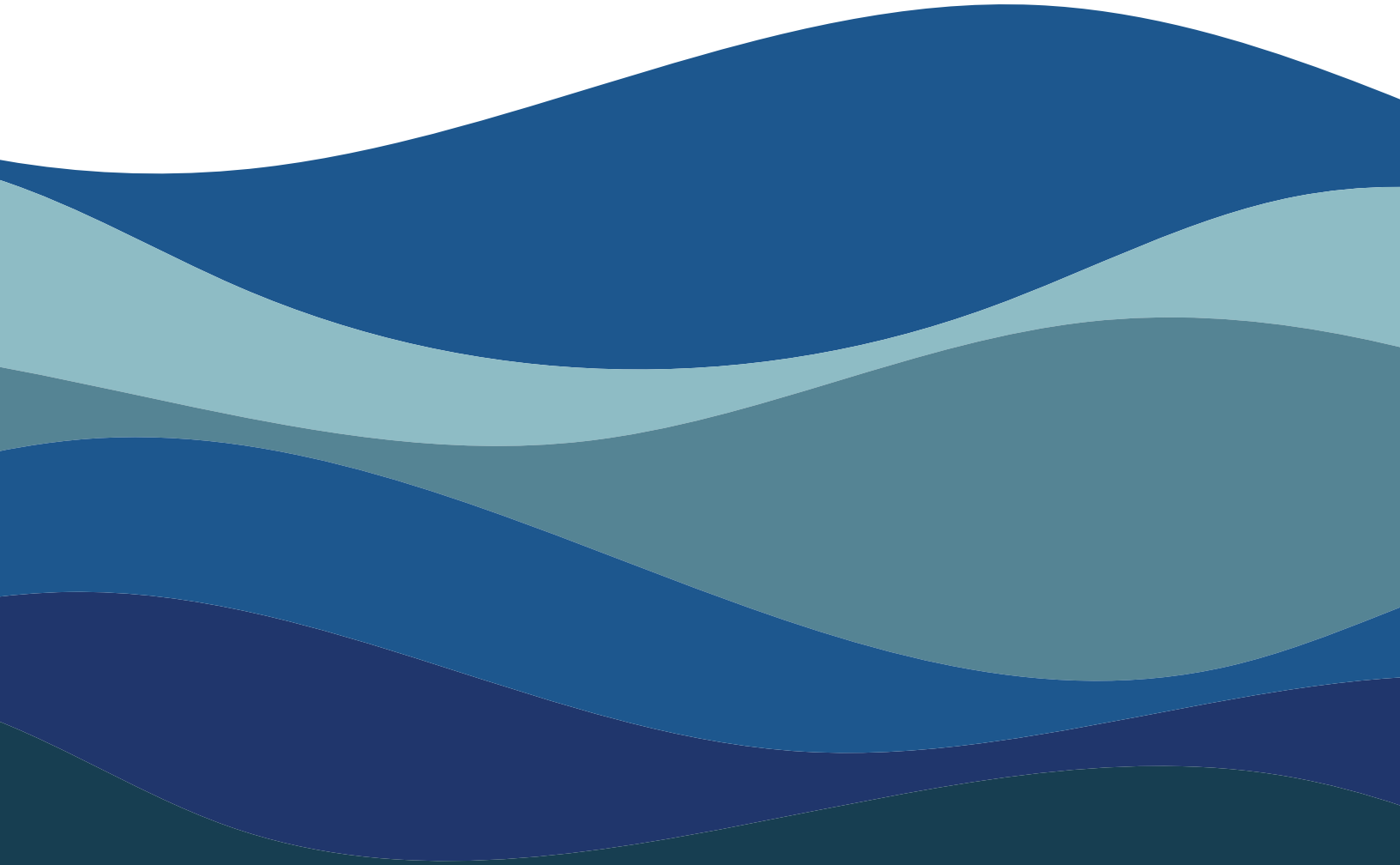
Contract amendments, renewals, or extensions above this threshold must also be approved by the Board.

POLICY REVIEW

The Financial Policy is periodically reviewed to ensure it remains current and effective. The Board generally reviews the policy every three years or as needed and may adopt revisions to reflect changes in law, financial conditions, or organizational needs.

5

RECORDS RETENTION POLICIES



5 RECORDS RETENTION POLICIES

LEGAL AUTHORITY AND POLICY FRAMEWORK

The Records Management Policy is implemented consistent with California laws governing public records and local agency record retention. Key legal authorities include:

- The California Public Records Act, which governs public access to agency records
- California Government Code provisions addressing retention and destruction of local agency records
- Applicable state laws related to the creation, preservation, and accessibility of public records
- The SCGA Joint Powers Agreement and other governance documents

ROLES AND RESPONSIBILITIES

Effective records management requires coordinated responsibilities among the Board, Executive Director, and staff.

BOARD OF DIRECTORS

The Board of Directors establishes the Authority's records management framework by:

- Adopting the Records Management Policy
- Approving amendments to the policy or retention schedule
- Authorizing destruction of records when required by law
- Ensuring the Authority maintains transparency and legal compliance in records management

The Board's oversight ensures that the Authority's records practices support accountability and public trust.

EXECUTIVE DIRECTOR

The Executive Director is responsible for administering the records management program and ensuring implementation of the policy. Responsibilities include:

- Overseeing compliance with records management requirements
- Ensuring records are properly classified and maintained
- Supervising implementation of the retention schedule
- Coordinating responses to Public Records Act requests
- Recommending policy updates when needed

The Executive Director may designate staff or consultants to assist in carrying out records management functions.

STAFF AND CONSULTANTS

Staff and consultants responsible for records must:

- Follow the requirements of the Records Management Policy
- Maintain records accurately and securely
- Protect confidential or sensitive information
- Comply with retention schedules and disposition procedures

Proper adherence to these responsibilities helps maintain reliable documentation of the Authority's operations.

RECORDS CLASSIFICATION AND ORGANIZATION

SCGA records are organized according to record categories or "record series," which group records based on their function, purpose, or subject matter. Examples may include:

- Administrative and governance records
- Financial and accounting records
- Legal and contractual records
- Personnel records
- Technical and groundwater management records
- Grant and project records

Each record series has an associated retention period established in the Records Retention Schedule. SCGA's retention periods reflect legal requirements, operational needs, and historical value.

RECORDS STORAGE AND PROTECTION

SCGA maintains records in both physical and electronic formats. The policy requires that all records be stored in a manner that ensures:

- Accessibility for authorized personnel
- Protection from loss, damage, or unauthorized access
- Compliance with legal and regulatory requirements

Electronic records must be maintained using reliable systems that protect data integrity and ensure long-term accessibility. Where appropriate, electronic records may serve as the official record copy.

RECORDS RETENTION

The Records Retention Schedule establishes the length of time that each category of records must be maintained before they may be archived or destroyed.

Retention periods are designed to ensure that records remain available:

- For legal and regulatory compliance
- To support financial audits and administrative review
- To document agency decisions and operations
- To preserve historically significant information

Some records are retained permanently due to their legal, operational, or historical significance. Examples often include governing board actions, major agreements, and key policy documents.

RECORDS DESTRUCTION AND DISPOSITION

Records may be destroyed when their retention period has expired and they are no longer required for administrative, legal, or operational purposes.

Destruction must occur in accordance with applicable law and only after confirmation that:

- The required retention period has been met
- The records are not subject to litigation, audit, or investigation
- The records are not subject to a pending Public Records Act request

When required by law, the destruction of records must be authorized by the Board of Directors. Records containing confidential or sensitive information must be destroyed in a secure manner to prevent unauthorized disclosure.

PUBLIC ACCESS AND TRANSPARENCY

SCGA is committed to transparency and public accountability in accordance with the California Public Records Act.

The Authority will provide public access to records upon request unless the records are exempt from disclosure under applicable law. Requests for records are processed in accordance with statutory timelines and procedures.

Maintaining well-organized records systems improves the Authority's ability to respond efficiently to public information requests and supports public trust in agency operations.

ELECTRONIC RECORDS AND MODERN RECORDKEEPING

As government operations increasingly rely on digital systems, SCGA recognizes the importance of effective electronic records management.

Electronic records must be:

- Maintained in reliable systems
- Protected from unauthorized modification or deletion
- Accessible throughout the required retention period

Where feasible, electronic storage may reduce physical storage needs and improve efficiency in records retrieval and management.

POLICY ADMINISTRATION AND REVIEW

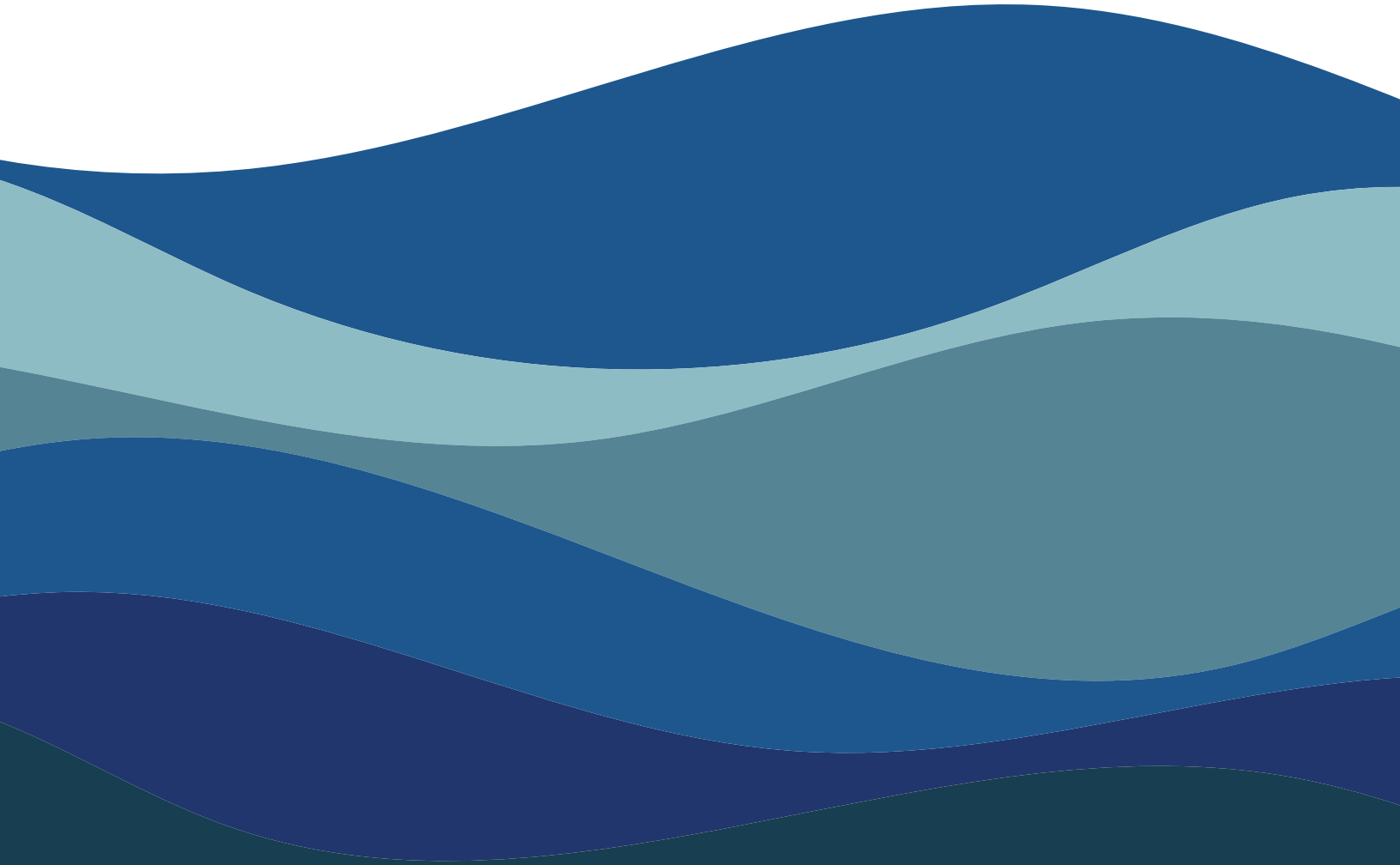
The Records Management Policy is reviewed periodically to ensure that it remains consistent with current laws, technology, and organizational practices.

Updates to the policy or retention schedule may be recommended by staff and adopted by the Board of Directors as needed.

Regular review helps ensure that SCGA's records management practices remain effective, compliant, and responsive to the Authority's operational needs.

6

AUTHORITY OVERVIEW

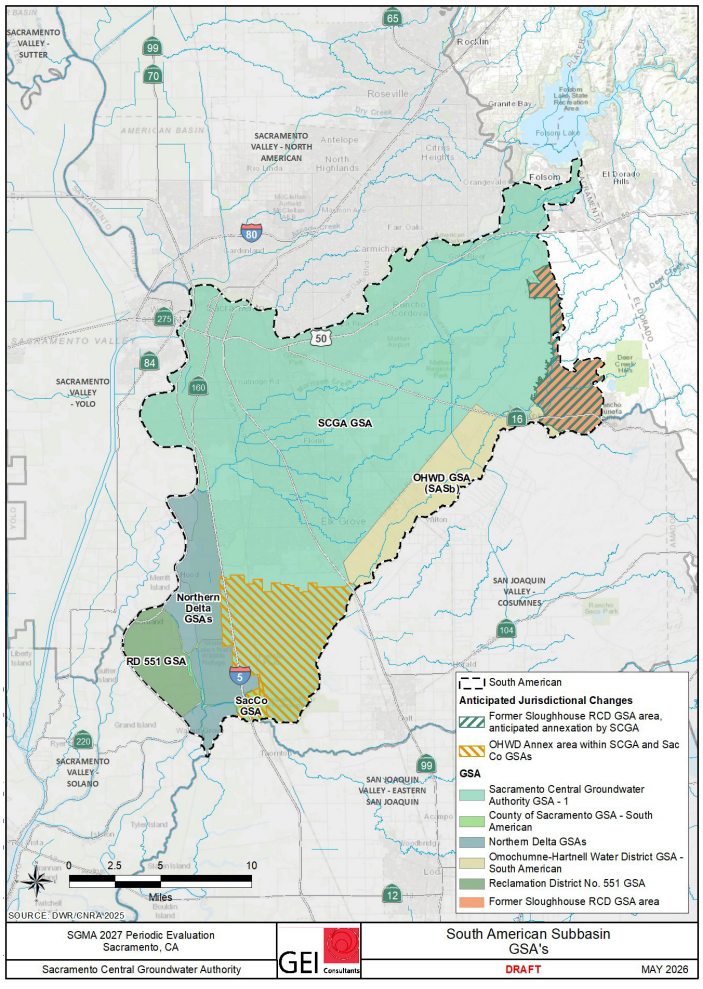


6 AUTHORITY OVERVIEW

AUTHORITY BACKGROUND

In August 2006, the Sacramento Central Groundwater Authority (Authority) was established pursuant to the Joint Exercise of Powers Act (California Government Code Section commending with Section 6500) by agreement of the County of Sacramento, the City of Rancho Cordova, the City of Folsom, the City of Elk Grove, and the City of Sacramento. Its purpose is to regulate groundwater by a collaborative process composed of stakeholders in a portion of the South American Subbasin and to develop and implement a Groundwater Sustainability Plan (GSP) to promote the sustainable use of groundwater resources for uses in the public interest and for the common benefit of all water users within the County of Sacramento.

The boundaries of the SCGA encompass the portion of the Sacramento Valley South American Subbasin (Basin 5-21.65) bounded on the north by the American River; bounded on the south by the Consumnes River to the intersection with State Highway 99, Grant Line Road to the intersection with Jackson Highway, and the southern boundary of Keifer Landfill; on the west by the Sacramento River and Interstate 5, and on the east by the Sacramento County Urban Services Boundary.



GOVERNING BODY

The Governing Body of the SCGA consists of **14 members** representing the following interests:



SEVEN MEMBERS
(ONE FROM EACH AGENCY)

One (1) elected member of the governing body, or designee thereof, of each of the following public agencies:

- The County of Sacramento
- The City of Elk Grove
- The City of Folsom
- The City of Rancho Cordova
- The City of Sacramento
- The Sacramento Area Sewer District
- The Florin Resource Conservation District/ Elk Grove Water District



TWO MEMBERS
(ONE FROM EACH COMPANY)

One member of the governing body, or designee thereof, of each of the following private water purveyors or investor-owned utilities:

- The California American Water Company
- The Golden State Water Company

ONE MEMBER 

One representative of the agricultural interests within the boundaries of the SCGA

ONE MEMBER 

One representative of the agricultural-residential groundwater users within the boundaries of the SCGA

ONE MEMBER 

One representative of the commercial/industrial self-supplied groundwater users within the boundaries of the SCGA

ONE MEMBER 

One representative of the conservation landowners within the boundaries of the SCGA

ONE MEMBER 

One representative of the public agencies that are self-supplied groundwater users within the boundaries of the SCGA

AUTHORITY ORGANIZATIONAL CHART

GOVERNING BOARD

CHAIR
BRUCE KAMILOS
ELK GROVE WATER DISTRICT/FLORIN RESOURCE CONSERVATION DISTRICT

VICE CHAIR
SHOAIB AHRARY
CITY OF ELK GROVE

TREASURER
SEAN TWILLA
GOLDEN STATE WATER COMPANY

AUTHORITY STAFF

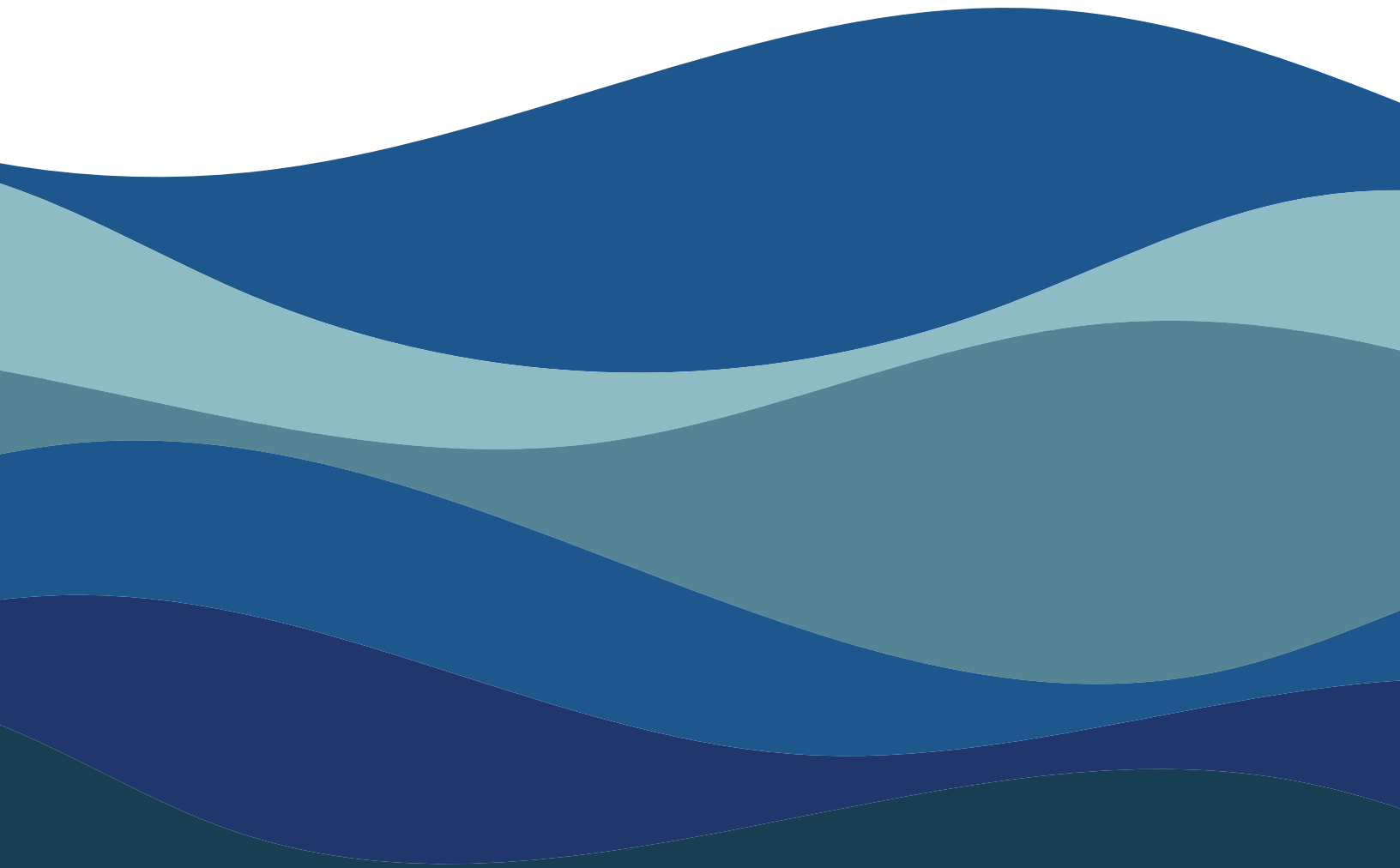
EXECUTIVE DIRECTOR
(CONTRACT)
PIRET HARMON

GENERAL COUNSEL
(CONTRACT)
VALERIE KINCAID

FISCAL SERVICES
(CONTRACT)
TIMOTHY JONES

7

GLOSSARY



7 GLOSSARY

A

- **Adopted Budget** – approved annual budget establishing the legal authority to spend in specific accounts.
- **Audit** – systematic collection of sufficient and competent evidential matter needed to attest to the fairness of management's assertions in the financial statements, or to evaluate whether management has efficiently and effectively carried out its responsibilities.

B

- **Balanced Budget** – refers to a budget in which beginning fund balance and revenues are greater than or equal to the total appropriations and fund transfers.
- **Beginning/ending Fund Balance** – total accumulation of resources available in a fund from the prior/current year after payment of the prior/current year's expenditures. Not necessarily cash on hand.
- **Board** – the Governing Board of the Sacramento Central Groundwater Authority
- **Budget** – plan of financial operation consisting of proposed/approved appropriations for specified purposes and the proposed/approved means of financing them.
- **Budget Calendar** – schedule of key dates and milestones that a government follows in the preparation and adoption of its budget.

E

- **Expenditures –** authorized spending such as employee salaries and benefits, professional services, and capital construction costs.

F

- **Final Budget** – presented during the June Board meeting and adopted if there are not any material changes needed.
- **Fiscal Year** – the SCGA's fiscal year is July 1 through June 30.
- **Fund** – group of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. The SCGA reports only one fund – the General Fund.
- **Fund Balance** – total amount remaining after current appropriations and other financing uses are subtracted from the sum of the beginning fund balance, revenues, and other financing sources.

G

- **General Fund –** fund used to administer the GSA. The SCGA reports only this fund.

M

- **Modified accrual basis of accounting –** recognizes revenue when it becomes measurable and available, while expenditures are recognized when the obligation to pay them is incurred.

R

- **Reserve** – portion of a fund's balance that is available for appropriation but has been reserved for economic uncertainties.
- **Resolution** – written motion adopted by the Governing Board.
- **Revenues** – income received from various sources including intergovernmental taxes and fees, grants, and other contributions.

S

- **SASb** – South American Subbasin
- **SCGA** – Sacramento Central Groundwater Authority
- **SGMA** – Sustainable Groundwater Management Act



SACRAMENTO CENTRAL GROUNDWATER AUTHORITY