



SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 6.1

Meeting Date: March 26, 2026

Subject: Approval of Consultant Agreement Form and Authorization of Services

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: _____)
- Conference/Action
- Action
- Public Hearing

Division: Superintendent's Office

Recommendation: Approval of Consultant Agreement form and Authorization of Services.

Background/Rationale: Given the District's current financial situation, this recommendation would support the related financial needs as the District works towards financial solvency. Approval of the Consultant Agreement Form and Authorization of Services would authorize the District to enter into this agreement.

Financial Considerations: TBD

LCAP Goal(s): All

Documents Attached:

Services Agreement

Resumes

Estimated Time of Presentation: 10 minutes

Submitted by: Cancy McArn, Interim Superintendent

Approved by: Cancy McArn, Interim Superintendent

SERVICES AGREEMENT

This Services Agreement (the "Agreement") documents the working arrangement between HYA Corporation ("HYA"), and Sacramento City Unified School District (the "District") and its Board of Education (the "Board"), together (the "Parties") to support the Board and administration in its fiscal solvency efforts.

The parties hereby agree as follows:

I. Services

HYA will provide augmented fiscal services staffing and expertise as described in Exhibit A Scope of Services. The team of school finance experts ("Fiscal Advisory Team") will provide leadership, technical analysis, and recommendations for stabilization of fiscal operations, including but not limited to budget development, staffing adjustments, expenditure controls, grants management, internal controls, and compliance and reporting obligations, as requested. The team can support development of multi-year projections and articulation of a fiscally sustainable operating model. This includes advising on policy adjustments, governance structures, and decision-making frameworks that reduce the likelihood of structural imbalance.

The Fiscal Advisory Team will operate through and in partnership with District staff, with no direct supervisory authority, preserving internal accountability while strengthening technical rigor. The Superintendent remains fully accountable to the Board for implementation, and all work is conducted with existing Board policies and delegated authority.

II. Term and Termination

This Agreement shall become effective on the date the Agreement is signed by the District and will continue in effect until September 30, 2026, unless terminated by either party prior to September 30, 2026. District shall compensate HYA for services satisfactorily provided through the date of termination.

III. Compensation

- A. Hourly rate of \$400/hour per Associate, up to \$400,000.
- B. Reimbursable expenses for pre-approved travel

IV. Invoicing

- A. Invoices furnished by HYA will be in compliance with District's requirements.

V. Data and Information Requests

- A. HYA shall timely provide District with any data and information reasonably requested related to this Agreement and Scope of Services
- B. The Fiscal Advisory Team shall report directly to the Superintendent
- C. Regular updates shall be provided to the Board of Education as requested
- D. The Fiscal Advisory Team shall operate within existing Board policies and delegated authority
- E. Depending on services, deliverables may include: status reports, deficit reduction progress, multi-year financial projections, fiscal analyses, board presentations and dashboards

VI. Additional Services

- A. If the Board wishes to secure additional services beyond those described in this agreement, these services can be discussed and defined with the consultants and added to the contract as an addendum.

VII. Business Relationship


- A. The District and HYA agree that HYA does not have the status of employee, shall not be entitled to any employee fringe benefits, and shall function as an independent contractor; this agreement does not create any rights in, or inure to the benefit of, any third party.
- B. HYA shall maintain the confidentiality of all information received in the course of performing services; HYA does not require or seek access to any personally identifiable student information.
- C. The District agrees that any and all Intellectual Property and technology designed by HYA is the sole property of HYA, without royalty or other consideration to the District.
- D. The District and the Board understands that it is unlawful for it to either disclose to any person outside of the District's employment or make any unauthorized use of HYA trade secrets or confidential information unless it can be shown that such information has become public knowledge through no act of the District.
- E. HYA shall furnish a Certificate of Insurance in compliance with the District's insurance requirements
- F. To the fullest extent permitted by California law, the District and HYA shall mutually indemnify and hold one another harmless from any claims, damages, or losses arising out of their respective performance under this Agreement. The District retains sole responsibility for all decisions related to programming, budgeting, and personnel.
- G. HYA shall comply with all applicable California and Federal law.

VIII. Severability

If any term, condition, or provision of this AGREEMENT is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force and effect, and shall not be affected, impaired or invalidated in any way.

HYA Corporation:

Sacramento City Unified School District:



 Signature Date

 Signature Date

Dr. Nanci Perez President- HYA

 Name Title

 Name Title

Exhibit A
Scope of Services

The following services may be selected and will be completed collaboratively to support the work of the Board and Superintendent. Services may be selected as needed, but are presented as integrated to ensure fiscal operations are technically sound, organizationally aligned, and oriented toward sustainable practice.

- A. Strategic Oversight and Implementation Support
 - 1. Provide executive-level fiscal guidance to the Superintendent
 - 2. Coordinate with administration to ensure fiscal alignment
 - 3. Maintain compliance with Education Code reporting and oversight requirements under advisement from the General Counsel or designee
 - 4. Recommend Board policies and administrative regulations as needed
- B. Budget Stabilization
 - 1. Translate fiscal goals into actionable budget reductions, staffing adjustments, and expenditure controls
 - 2. Develop and manage a detailed implementation timeline with milestones and responsible parties
 - 3. Track realized savings against targets and reporting variances
 - 4. Identify execution risks and propose mitigation strategies
 - 5. Develop alternative contingencies
- C. Technical Due Diligence and Fiscal Realignment
 - 1. Validate the current budget baseline, including revenues, expenditures, fund balances, and multiyear projections
 - 2. Review and stress-test of enrollment assumptions, revenue projections, and expenditure reductions
 - 3. Align staffing allocations, position control, vacancies, and reductions with fiscal goals
 - 4. Identify structural versus one-time solutions and long-term cost drivers
 - 5. Align budget decisions with fiscal goals and allowable uses of funds
 - 6. Identify additional savings opportunities or efficiencies consistent with district values
- D. Multiyear Financial Planning and Decision Support
 - 1. Update and maintain multiyear financial projections
 - 2. Prepare fiscal impact analyses for Board actions, labor negotiations, and policy decisions
 - 3. Provide scenario modeling and tradeoff analysis
 - 4. Analyze staffing reductions, program consolidations, and operational efficiencies
- E. Budget Development, Controls, and Systems Continuity
 - 1. Oversee budget development, revisions, and transfers, providing coaching and guidance

2. Strengthen expenditure controls and approval processes
 3. Review and validate position control and staffing allocations
 4. Ensure continuity of payroll, accounts payable, purchasing, and grants management
 5. Assess internal controls and recommend immediate corrective actions where needed
 6. Support finance staff with clear prioritization, escalation pathways, and decision frameworks
- F. Systems, Monitoring, and Cross-Functional Alignment Across Departments and School Sites
1. Establish milestones, dashboards, and reporting structures
 2. Monitor implementation across departments and school sites
- G. Adaptive Change and Organizational Shifts
1. Support leaders in reframing conversations with schools from short-term fixes to sustainable operating models
 2. Help school leaders and central teams understand constraints, tradeoffs, and prioritization
 3. Coach central leaders on decision-making under constraint and communicating uncertainty with clarity
 4. Support disciplined, values-based resource allocation
- H. Communication, Board Support, and Community Transparency
1. Support the Superintendent's framing and narratives with data for Board and community updates
 2. Prepare board-ready fiscal analyses, dashboards, and presentations
 3. Advise on communication protocols with school communities regarding timelines, constraints, and decision-making processes
 4. Ensuring accuracy, clarity, and consistency in public-facing fiscal information



Ruben P. Frutos, PhD

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Professional Overview

Senior Executive in Public Finance and Administration with over 40 years of service in K-12 education and management consulting. Expert in **Local Control systems, intergovernmental relations, and fiscal policy**, with a doctoral focus on stakeholder theory and effective governance. Specialized in streamlining multi-million dollar operations and achieving record-breaking bond success rates.

Executive Experience

Management Consulting | *Finance / Policy / Administration* | 07/2025 – Present

- Provide high-level advisory services focusing on **fiscal solvency**, administrative policy, and organizational effectiveness for public sector clients.

Paramount Unified School District | *Superintendent / Asst. Superintendent, Business* | 07/2016 – 07/2023

- **Bond Stewardship:** Developed a construction financing bond process and campaign that achieved a **record 84.23% success rate**.
- **Fiscal Innovation:** Created financial instruments for **revenue enhancement** and secured new funding sources through public-private partnerships.
- **Crisis Operations:** Administered all district operations during the pandemic, including the implementation of instructional technology systems and safety protocols.
- **Operational Oversight:** Managed special education, curriculum, facilities planning, accounting, risk management, maintenance, and procurement.

Rowland Unified School District | *Superintendent / Deputy Superintendent* | 07/2010 – 07/2014

- **Capital Improvement:** Passed a **\$158 million bond** and executed a comprehensive district-wide modernization program.
- **Instructional Alignment:** Developed accountability programs to link fiscal investments directly to student achievement outcomes.

Additional Leadership & Technical Roles:

- **Assistant Superintendent, Business Services:** Held executive roles at **El Rancho USD, West Covina USD, and South Pasadena USD**, managing technology infrastructure and multi-million dollar budgets.
- **Chief Business Officer (CBO):** Managed financial, accounting, and economic activities for **Los Alamitos USD**.
- **Technical Foundations:** Served as a Systems Technician for **San Diego Unified and San Diego County Office of Education**, managing human resources tracking and payroll applications.

Education & Certifications

- **PhD in Public Administration (Policy/Finance):** Liberty University, 2025.
- **Master of Public Administration (Public Finance):** San Diego State University, 1991.
- **Bachelor of Science in Psychology (Statistics):** San Diego State University, 1987.
- **Certified Chief Business Official:** California Association of School Business Officials (CASBO).



La Tanya Kirk-Carter

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Professional Overview

Executive Consultant and Fiscal Recovery Expert specializing in **school reorganization, forensic auditing, and capital program management**. Renowned for securing **AAA+ credit ratings** and implementing rigorous internal controls to restore institutional health and recover misappropriated assets.

Executive Experience

Executive Consulting Engagements | *Strategic Advisor* | Pre & Post Retirement

- **Fiscal Recovery:** Directed the fiscal recovery of **El Camino/Compton Community College** following State Receivership, including the development of a Facilities M&O Master Plan.
- **Forensic Auditing:** Conducted a three-year **Construction Facilities Fraud Audit** for Beverly Hills USD in conjunction with the LA County DA, resulting in eight felony convictions.
- **School Reorganization:** Serves as City K-12 Liaison for the **Malibu School Separation** and territory transfer.

Beverly Hills Unified School District | *Assistant Superintendent, Business* | 2014 – 2019

- **Credit Worthiness:** Secured the **first AAA+ Credit Rating** by a school district in California history.
- **Bond Management:** Implemented a **\$334 Million Bond Program** and formulated a civil case for contract breach resulting in **\$6 million in recovery**.

Inglewood Unified School District | *Interim State Administrator / Asst. Supt.* | 2012 – 2014

- **Stabilization:** Developed and implemented a **Fiscal Recovery Plan** and successfully passed a **\$90 Million bond** to stabilize district infrastructure.

North Orange County ROP | *Assistant Superintendent, Business* | 1999 – 2007

- **Innovative Financing:** Issued the first **\$12 million in AAA-rated Certificates of Participation** for an ROP in California.
- **Asset Management:** Negotiated and purchased commercial properties totaling **\$8.3 million** with built-in revenue streams; generated a **\$8.5 million net profit** through strategic land negotiations.

Torrance Unified School District | *Administrator, Business Services*

- **Facility Contracts:** Administered over **\$5 million in contracts** for deferred maintenance and energy retrofits in a single summer period.

Education

- **Master of Business Administration (Organizational Management):** National University.
- **Bachelor of Science (HR Management/Counseling):** California State University, Los Angeles.



Micah Ali

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Professional Overview

Strategist, Consultant, and Public Sector Fiscal Expert with an extensive record in **organizational solvency** and **long-term financial stability**. Expert in managing **multi-million dollar bond initiatives** and designing **fiscal recovery frameworks** to pull institutions from the brink of state takeover while enhancing educational outcomes.

Executive Experience

Synergistic Solutions Consulting | *Managing Director* | 2004 – Present

- **Bond & Capital Stewardship:** Lead consultant for **high-stakes bond initiatives**, land-lease developments, and **multi-million dollar project negotiations**.
- **Fiscal Health:** Provides **organizational effectiveness audits** and crisis management strategies that ensure business continuity and minimize financial disruptions.

California Association of Black School Educators (CABSE) | *Founder* | 2016 – Present

- **Strategic Funding:** Cultivates support from major global funders, including the **Bill and Melinda Gates Foundation**, to fund statewide educational equity initiatives.

Los Angeles County Education Foundation | *Director* | 2012 – 2014

- **Fiduciary Oversight:** Directed the strategic investment of a **\$15 million endowment fund** and secured significant new funding for early education and healthcare policy.

Raytheon Space and Airborne Systems | *Project Manager* | 2004 – 2012

- **Operational Solvency:** Managed lean initiatives and waste reduction yielding **\$80 million in savings**.
- **Compliance:** Ensured strict adherence to **Sarbanes-Oxley (SOX) standards** for mission-critical business continuity.

Civic and Community Leadership

Compton Unified School District | *Board President* | 2011 – Present

- **District Fiscal Turnaround:** Orchestrated a **comprehensive fiscal recovery plan** that successfully steered the district away from **state receivership** and restored financial integrity.
- **Capital Revitalization:** Spearheaded major bond measures to modernize high school facilities, including the high-profile performing arts center project funded by private-public partnerships (e.g., Dr. Dre).
- **Grant Procurement:** Secured a **\$10 million grant** from the US Department of Education to bolster district-wide programming.

Education

- **Master of Arts in Education, School Administration:** Loyola Marymount University.
- **Bachelor of Science, Public Administration:** California State University, Dominguez Hills.



Sacramento City Unified School District

Organizational Restructuring

The District is facing unprecedented financial challenges resulting in the need for immediate and significant restructuring of the central office, including reductions in staffing and other expenses beginning in the 2026-2027 school year. At this time, the district is expected to reach the end of its cash flow by early fall in the 2026-2027 school year.

OBJECTIVE

Develop a viable **restructuring plan for the district central office** for the 2026-2027 school year that ensures that the district can; **maintain** its legal & policy-based obligations, **ensure** the health and safety of all students and staff, and **continue** to contribute to the continuous improvement of school culture & climate, as well as **raising** student achievement outcomes; so that the district may **expand the timeline of its available cashflow** in order to **meaningfully engage** with its labor partners, vendors, and city & state officials to address barriers to achieving fiscal solvency that cannot otherwise be accomplished through a central office restructuring plan.

PROCESS & TIMELINE

While the process and timeline below suggest a set of sequential and linear steps and phases, the actual experience is likely to be both overlapping and spiraling, where some steps and phases will occur simultaneously and others will be revisited and revised, or initiated out of sequence; given the complexity and inter-dependencies of the elements. **We are restructuring around responsibilities, not around existing positions.**

- ❖ **ELEMENT I:** UNITE LEADERSHIP IN A SHARED VISION
- ❖ **ELEMENT II:** CONDUCT TRIAGE ANALYSIS OF ALL CENTRAL OFFICE RESPONSIBILITIES
- ❖ **ELEMENT III:** DEVELOP A RESPONSIBILITY ARCHITECTURE MAP
- ❖ **ELEMENT IV:** PRIORITIZE RESPONSIBILITIES & DETERMINE REDUCTIONS & ELIMINATIONS
- ❖ **ELEMENT V:** ORGANIZE NEW DEPARTMENTAL, TEAMING & REPORTING STRUCTURES

ELEMENT DETAIL

❖ ELEMENT I: UNITE LEADERSHIP IN A SHARED VISION

- Clarify overall objectives
- Clarify process and roles
- Inspire hope and optimism towards what's possible

❖ ELEMENT II: CONDUCT TRIAGE ANALYSIS OF ALL CENTRAL OFFICE RESPONSIBILITIES

- Inventory all responsibilities of each role and department
- Initiate cascading analysis of all responsibilities based on prioritized factors, such as:
 - Legally Mandated and Non-Discretionary
 - Operational Infrastructure
 - Core Educational Program Support
 - Strategic Improvement and Innovation
 - Value-Added or Discretionary Services

❖ ELEMENT III: DEVELOP A RESPONSIBILITY ARCHITECTURE MAP

- Use AI-assisted analysis tools to help organize job descriptions and responsibilities into structured data so leadership can more quickly analyze alignment, duplication, and gaps
 - Convert all job descriptions into structured data
 - Convert prioritized responsibilities into structured data
 - Match responsibilities to roles
 - Identify consolidation opportunities and propose new roles
- Develop a Responsibility Architecture Map that identifies:
 - Hidden duplication
 - Unowned responsibilities
 - Structural inefficiencies
 - Optimal staffing models

❖ ELEMENT IV: PRIORITIZE RESPONSIBILITIES & DETERMINE REDUCTIONS & ELIMINATIONS

- Based on staff engagement, analysis, and out-of-the-box thinking, determine:
 - Minimum viable staffing
 - Specific, Existing Job Classifications to be Retained, Reduced or Eliminated
 - Which associated non-staffing expenses to be Retained, Reduced or Eliminated
- Analyze potential impacts of proposed reductions on:
 - Student access to essential services
 - Historically underserved student groups
 - School site capacity to operate effectively

❖ ELEMENT V: ORGANIZE NEW DEPARTMENTAL, TEAMING & REPORTING STRUCTURES

- Determine the departments, teaming & reporting structures that will best allow for:
 - Maximum flexibility in roles to meet unforeseen challenges
 - Clear lines of communication and decision-making
 - Principles that inform mindsets, attitudes, and overall system culture
 - Increases in psychological safety and diversity of perspectives
 - Keeping a focus on student outcomes improvement and fiscal sustainability

