PROPOSAL TO ALUM ROCK UNION ELEMENTARY SCHOOL DISTRICT

From F3 Law
Fagen Friedman & Fulfrost LLP
A Full-Service Education Law Firm
A Proven Education Partner



ROY COMBS

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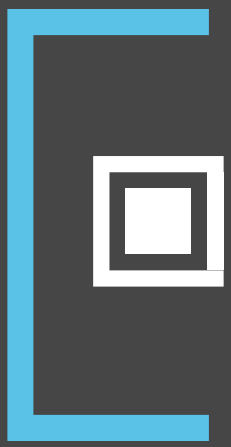
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EXECUTIVE SUMMARY

Executive Summary

STATEMENT OF INTEREST

We welcome the opportunity to provide legal services to the Alum Rock Union Elementary School District across all areas identified in the RFP. Our commitment as a full-service education law firm centers on supporting your core mission: creating conditions where every TK–8 student can thrive. We provide practical, preventive, and responsive counsel to help leadership navigate challenges, maintain positive community and labor relations, and keep the focus on teaching and learning for students in a constantly changing legal and operational environment. Focused on long-term relationships, our accessible attorneys deliver steady day-to-day legal support tailored to your District's educational and operational goals.

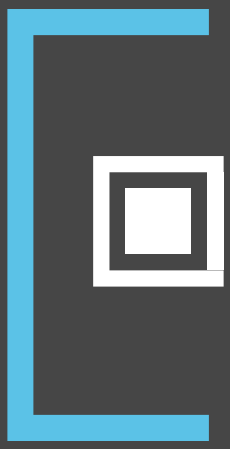
SUMMARY OF QUALIFICATIONS

F3 Law was founded in 2006 by experienced attorneys and professionals committed to developing a law firm dedicated to education, and provide legal services and operational support through building strong professional and trusted relationships with our clients. Many of our attorneys worked in education agencies as teachers, classified employees, counselors, school trustees, or in-house legal counsel. These experiences give us a grounded understanding of school district operations, challenges and opportunities.

We provide legal guidance that is practical and attuned to the unique challenges public school districts face and to the unique circumstances of each individual school district. This includes all ranges of: governance including Brown Act and FPPC matters; labor and employment including collective bargaining through investigations; business and facilities from procurement, contracts, technology, and modernization; student matters from special needs to student privacy; and all other educational and compliance needs. We represent nearly half of California's 1,000+ school districts in navigating complex State and Federal legal landscapes—including those outlined in the RFP. Our breadth and depth of experience across the entire range of education law issues that local school districts face will allow us to provide legal advice and counsel and tailor solutions that align with Alum Rock's goals and objectives.

Complementing our legal services, our firm also offers the Next Level Client Services team (NLCS) which distinguishes us from other education law providers. NLCS encompasses a group of distinguished education experts that can provide Boards and agency leaders with timely strategic advice and assistance. NLCS brings professional, legislative, and policy experience to help districts proactively address emerging issues, plan effectively, avoid pitfalls, and build advocacy and policy strategies that advance district goals.

Across all areas of service, we emphasize practical, approachable, and highly responsive advice and counsel. We would be honored to bring this experience to Alum Rock Union Elementary School District.



NARRATIVE AND BIOGRAPHICAL INFORMATION

Narrative and Biographical Information

QUALIFICATIONS AND APPROACH

F3 Law is a full-service education law firm dedicated to providing day-to-day and high-stakes counsel across labor and employment, collective bargaining, general education law, business and procurement services, and government relations and compliance. Our attorneys and senior staff bring both legal and practical district experience giving us a well-rounded understanding of district operations and governance.

Our team is known for thinking outside the box and developing innovative legal strategies tailored to the unique challenges faced by our clients. We leverage our deep understanding of the law and education institutions to craft solutions that are both effective and efficient.

At F3 Law, we view our relationship with the District as more than traditional outside counsel. We are also available to serve as an extension of the District's team. We prioritize open communication, responsiveness, and alignment with the District's values and goals. By gaining a deep understanding of the District's operations and its unique culture, challenges, and opportunities, we are able to provide proactive, practical legal guidance that efficiently supports day-to-day decision-making and long-term strategic planning. This collaborative model ensures seamless integration and fosters a partnership built on trust, transparency, and shared success.

Finally, we utilize cutting-edge legal technology to enhance our service delivery and facilitate cost effective services. From advanced legal research tools to secure client portals, our technological infrastructure supports efficient and effective case management.

PROFESSIONAL EDUCATION AND SCHOOL-CONNECTED ORGANIZATIONS

Professional education and experience are core components of our practice. In employment and HR matters, F3 attorneys provide tailored trainings on hiring and termination, employee classification, investigations, discipline, leaves of absence, and harassment and discrimination prevention for HR staff, site administrators, and district leaders. In governance and general education law, our attorneys regularly conduct governance workshops and board trainings on Brown Act compliance, public records, Education Code obligations, and board-superintendent relations.

We also deliver frequent symposia and conference presentations on special education, student services, technology, data privacy, and emerging legal trends. Our attorneys and Next Level team members regularly present to and collaborate with statewide K-12 organizations, including ACSA, CSBA, California

IT in Education (CITE), and the California Council of School Attorneys, and have partnered with national organizations such as the U.S. Department of Education's Privacy Technical Assistance Center and the Future of Privacy Forum on student data privacy initiatives.

F3 Law employs more than 150 attorneys focused exclusively on education law, supported by a multidisciplinary staff that includes former district executives and specialists. This depth allows us to respond quickly, sustain ongoing training, and provide continuous coverage for the District.

AREAS OF SPECIALIZATION AND PROPOSED TASKS/SERVICES

Human Resources – Labor and Employment

Our Employment Law practice provides comprehensive support to school districts on HR and employment matters, including collective bargaining, employee classification; hiring, discipline, evaluation; leaves and accommodations; harassment and discrimination, investigations, and development of compliant policies and procedures.

For Alum Rock, our services in this area would include:

- Advising HR and site leaders on certificated and classified employment issues, including probationary and permanent status, temporary and substitute assignments, and reductions in force.
- Counseling on leaves of absence, accommodations, and return-to-work issues, ensuring compliance with state and federal laws and collective bargaining agreements.
- Assisting with complaint handling and investigations involving employees, including discrimination, harassment, retaliation, and workplace conduct, and representing the District before agencies such as PERB, CRD, EEOC, and DIR when needed.
- Providing ongoing professional development for HR staff, principals, and managers on employment best practices and legal updates.

General Education Law

As a full-service education law firm, we advise districts on the full spectrum of general school law, including student access, attendance and discipline, governance, public records and open meetings, equity and access, and Education and Government Code compliance, to name a few.

For Alum Rock, our services would include:

- Counseling on student intervention and discipline aligned with District's policies and the law, due process, and alternative discipline strategies, with attention to equity and legal risk.
- Advising on board governance, Brown Act, Public Records Act, conflict-of-interest, and ethics requirements.
- Review and update board policies and administrative regulations to reflect changing laws and local priorities, if needed or requested.

- Supporting staff on day-to-day legal questions (e.g., attendance, data-privacy and student privacy, enrollment, residency, student records, complaints and investigations, and Uniform Complaint Procedures, among others).
- Providing training for administrators, key staff, and board members on key legal topics and anticipated legislative changes.
- Advising school districts regarding child custody and child abuse matters, including dependency and custody proceedings, student welfare, educational rights, and district obligations. Attorneys have also appeared in dependency and custody court proceedings when requested (to represent District employees subpoenaed to testify even though the District is not a party to these proceedings).

Business and Procurement Services – Contract Support

Our Business practice encompasses procurement, contracts, ed-tech matters, finance, and facilities for school districts, and we are a national leader in provisions that protect student and district data privacy. We regularly advise on Public Contract Code, Education Code, Government Code, school modernization and federal funding requirements (including ESSER and e-Rate).

For Alum Rock, our services would include:

- Advising on competitive bidding requirements, bid exemptions, piggy-backing, cooperative purchasing, and use of CMAS and JPA arrangements.
- Drafting, reviewing, and negotiating contracts for goods and services, including curriculum, technology, professional services, and facilities-related agreements.
- Ensuring procurement and contracting processes align with state and federal grant and funding rules, including documentation and audit readiness.
- Providing training for business and site staff on contract language, risk allocation, and procurement compliance.

Government Relations

Our work in labor and employment, governance, and Next Level Client Services gives us a strong foundation in the legal and political environment affecting California school districts. Members of this team have served as in-house General Counsel and in-house counsel to school districts and bring a deep practical understanding of the nuances of government relations issues.

For Alum Rock, our services would include:

- Monitoring legislative and regulatory changes affecting TK–8 districts and advising on implementation, policy revisions, and communication strategies.
- Supporting the District's governance team with strategic studies, policy analysis, and board retreats and evaluations.
- Assisting with government agency interactions, including state education agencies and labor/regulatory bodies, and supporting advocacy efforts on key issues.
- Collaborating with the District to develop messaging and materials for complex or politically sensitive topics before the Board of Education and community.

PROPOSED LEGAL TEAM AND BIOGRAPHICAL VITAS

Working under the leadership of Roy Combs, partner in the firm's Oakland and Sacramento offices, and Alejandra Leon, partner in our Oakland office, we propose the team outlined below to provide legal services to Alum Rock Union School District. Our proposed legal team also has access to the firm's network of over 150 attorneys, who are always available to support your District. This ensures you are provided the best thinking from F3's collective legal expertise. Full length biographies for each proposed team member can be found in Appendix A.



Oakland / Sacramento
510.550.8220
rcombs@f3law.com

Roy A. Combs

PARTNER

Highly regarded across California for his excellent client service, integrity, candor, insight and the positive impact he's had in sculpting the contours of education law, Roy Combs brings extensive experience in helping clients navigate challenges. Roy counsels and represents school districts, governing boards, agency senior executives and administrators and others on the full spectrum of education-related legal issues. They include such matters as collective bargaining, labor and employment, governance, litigation, personnel, Brown Act, conflict-of-interest, facilities, construction, and risk management.

- University of California, UC Berkeley Law
- University of California, Berkeley



Oakland
510.550.8237
aleon@f3law.com

M. Alejandra León

PARTNER

M. Alejandra León counsels school districts, county offices of education and special education local plan areas on an array of special education, student-related and employment issues. They include matters that involve the Individuals with Disabilities Education Improvement Act, Section 504 of the Rehabilitation Act and myriad related California laws and rules in this complex, ever-evolving legal arena.

- University of California, Hastings College of the Law
- University of California, Berkeley



Seth N. Eckstein

PARTNER

Oakland
510.550.8236
seckstein@f3law.com

With experience as a former educator and in-house counsel, Seth N. Eckstein is well-versed in school operations and takes a holistic approach as a general counsel and thought partner for clients. He is committed to addressing issues promptly and proactively so that school district can execute on their mission to serve children. Seth counsels clients on the full spectrum of labor and employment, human resource and governance and board-related issues as well as personnel investigations, business transactions and matters involving parcel taxes and the Brown Act. He also represents districts in workplace discrimination complaints, labor disputes and other claims.

- Northeastern University School of Law
- Colby College



Peter Sumulong

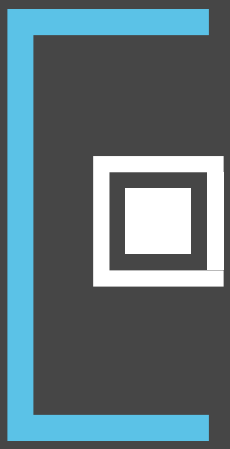
SENIOR COUNSEL

Oakland
510.852.8536
psumulong@f3law.com

Peter Sumulong guides school districts smoothly through all laws and contracts related to the procurement of services, construction services and other products, as well as with the sale or lease of district-owned real property.

- California Western School of Law
- University of California, Berkeley

Through our integrated approach—combining specialized legal expertise, ongoing professional education, and practical leadership support—F3 Law is prepared to maintain a close, collaborative working relationship with Alum Rock Union Elementary School District and provide the depth of services required in each area of specialization.



REFERENCE LIST

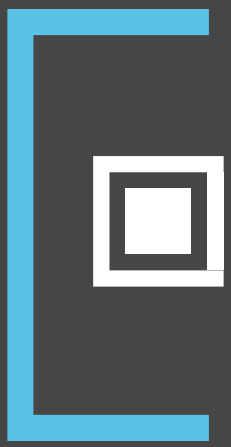
Contracts & References

Due to the volume of engagements handled by the firm in the past five (5) years—approximately 2,456 contracts and related matters involving similar services—it is not feasible to provide a comprehensive itemized list containing all requested details for every engagement. However, the firm can confirm that it has extensive experience successfully performing substantially similar work for a wide range of local education agencies, from public school elementary district clients through unified school district clients.

Below are six formal client references and the requested information for each. As a matter of firm policy, we do not disclose fee information pertaining to other clients, but we have included our established hourly rates in the subsequent section titled "Fee/Services Schedule".

Client Name and Address	**Contact Name and Phone Number**	**Dates of F3 Legal Services**	**Description of Service**
Albany Unified School District 1216 Solano Avenue, Albany, CA 94706	Dr. Sara Stone (510) 558-3767	November 2006 - Present	Business & Facilities Governance and Public Agency Labor & Employment Litigation Next Level Client Services School – General Special Education
Berkeley Unified School District 2020 Bonar Street, Berkeley, CA 94702	Enikia Ford Morthel (510) 644-8764	June 2007 - Present	Business & Facilities Charter Schools Governance and Public Agency Labor & Employment Litigation Next Level Client Services School – General Special Education Title IX
Oakland Unified School District 1011 Union Street, Oakland, CA 94607	Dr. Denise Saddler (510) 879-8000	September 2007 - Present	Business & Facilities Charter Schools eMatters/EdTech Governance and Public Agency Labor & Employment Litigation School – General

			Special Education Title IX
Morgan Hill Unified School District 15600 Concord Circle, Morgan Hill, CA 95037	Dr. Carmen Garcia (408) 201-6001 ext. 51001	August 2013 - Present	Business & Facilities Charter Schools Governance and Public Agency Labor & Employment Litigation Next Level Client Services School – General Special Education Title IX
Lakeside Joint School District 19621 Black Rd. Los Gatos, CA 95033-9587	Steve Burrell (831) 566-1921	June 2007 - Present	Business & Facilities Governance and Public Agency Labor & Employment Litigation School – General Special Education



FEE/SERVICES SCHEDULE

Fee Schedule

FEE SCHEDULE & SERVICE APPROACH

F3 is fully aware of the budget pressures on administrative expenses. To this point, we strive to identify fee structures and service models that will meet our clients' legal needs and fiscal realities.

HOURLY BILLING APPROACH

We work within established budgets and provide clients with monthly, itemized statements for services rendered. Our customized billing system separately and clearly identifies fees and costs that can be claimed as mandated by the state. Unlike some other firms that bill in minimum increments of a quarter hour, we bill in tenths of hours which results in client savings. With regard to consultation between two attorneys, our practice is to keep such consultations to a minimum, but we do charge for the attorneys' time. Our statements are itemized by categories and special matters/projects. Current hourly rates are based on the attorney's number of years of experience. Our established hourly rates can be found on the Pricing Sheet form which follows this section.

SERVICE APPROACH

Client service is the cornerstone of our practice. Our commitment is to provide clients with timely and cost-effective advice and representation. We have established internal standards of practice to ensure all personnel provide consistently superior service to each client.

Understanding that prompt response time is vital, one key F3 standard requires that all telephone calls that result in messages are returned within 24 hours, or sooner if the client requires. We are available seven days a week, day or night, to respond to emergency needs, from such issues as injunctive relief actions to questions arising before or during governing board meetings.

If selected to work with Alum Rock Union Elementary School District, F3 proposes a briefing meeting, at no cost, with District representatives, e.g., the Superintendent, Board members, and selected members of

the staff to allow us to become familiar with key challenges and strengths, and to fully understand the vision, mission, and initiatives of the District.

A relaxed and comprehensive briefing meeting allows us to build the strongest possible understanding of your goals, culture, and sensitivities with employees, parents, and the community at large.

We would also work closely with you to develop and follow the reporting practices necessary to keep the Board of Education, Superintendent, and senior staff fully apprised of all legal activities and firm-related actions. We are available to meet with the Board of Education whenever necessary, including during closed, open, and special sessions.

ON-SITE LEGAL SERVICES

F3 can provide on-site basic services provided by an attorney on an agreed-upon schedule. Office hours could be provided at an agreed-upon reduced daily rate.

FLAT/ FIXED RATE

We can explore fixed rates for basic legal services, which we believe would allow the District to build, with confidence, a budget for most legal needs, contain/control cost, and deliver an increased level of fiduciary responsibility to the community.

There are many approaches that we can examine to bring cost containment to your legal expenditures, thus allowing you to redirect much-needed funds toward services for students and employee compensation. Additionally, these approaches allow our attorneys to become stronger, more informed members of your team, which helps ensure that our thinking is proactive, helping you to avoid legal issues and the associated costs.

COSTS & EXPENSES

In-office Photocopying	No Charge
Facsimile Charges	No Charge
Postage	No Charge
Online Legal Research Subscriptions	No Charge
Administrative Overhead	No Charge

Mileage	IRS Standard Rate

Other costs, such as messenger, meals, and lodging shall be charged on an actual and necessary basis.

PRICING SHEET

The purpose of this form is to provide a standard format by which the Proposer submits to the District a summary of the estimated costs suitable for detailed review and analysis. The Proposer shall complete the Price/Cost Proposal in its entirety. The negotiated hourly rate shall become the basis for payment of invoices and will be reflected in the Consultant Agreement. Hourly rates shall remain fixed for the duration of the contract period. The number of hours listed below is for evaluation purposes only, and may vary. The District does not guarantee the number of hours.

Name of Firm Fagen Friedman & Fulfrost LLP

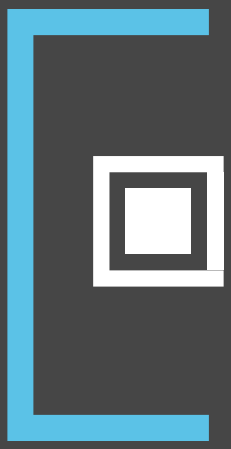
Name of Office Oakland Office

Signature  Date 8/7/2026

Title	Hourly Rate
Senior Partner/Shareholder*	$430 - $440 per hour
Partner	$380 - $415 per hour
Senior Associate	N/A
Associate	$310 - $340 per hour
Paralegal	$215 - $305 per hour
Special Counsel	$395 - $415 per hour
Other, list: Law Clerk	$305 per hour
Non-Legal Consultants**	
Consultants	$305 - $335 per hour
Specialized Support Services	$50 - $150 per hour
Next Level Client Services	$180 per hour

*Partners with Equity status or 25+ years of experience.

**Non-legal professional services are provided with the Client's prior approval and may be delivered in a variety of roles, depending on the nature and complexity of the matter. These services include advisory-level consultation in areas such as education, crisis communications and governance training. Specialized support services may also be provided on a project basis and can include technology discovery and other technical support.



CERTIFICATION

CERTIFICATION

REQUEST FOR PROPOSAL
LEGAL SERVICES FOR
ALUM ROCK UNION ELEMENTARY SCHOOL DISTRICT

I certify that I have read the attached **Request For Proposal - (RFP) Legal Services,** and the instructions for submitting an RFP. I further certify that I must submit for each area of specialization, six (6) paper copies and one (1) electronic PDF copy on a flash drive of the firm's proposal in response to this request, completed Certification by Contractor Criminal Records Check and that I am authorized to commit the firm to the proposal submitted.



Signature

Roy Combs

Typed or Printed Name

Partner

Title

Fagen Friedman & Fulfrost LLP

Company

70 Washington Street, Suite 205

Address

Oakland, CA

Address

510.550.8220

Telephone

N/A

Fax

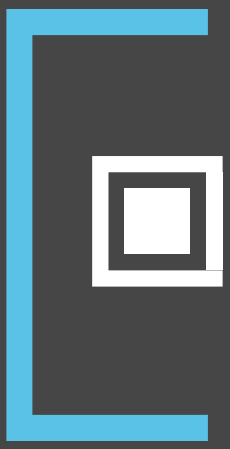
8/7/2026

Date

If you are bidding as a corporation, please provide your corporate seal here:

rcombs@f3law.com

E-Mail Address



CRIMINAL RECORDS CHECK CERTIFICATION

CERTIFICATION BY CONTRACTOR
CRIMINAL RECORDS CHECK
AB 1610, 1612 and 2102

To the Board of Trustees of the Alum Rock Union Elementary School District:

I, Roy Combs certify that:
Name of Respondent

1. I have carefully read and understand the Notice to Contractors Regarding Criminal Record Checks (Education Code Section 45125.1) required by the passage of AB 1610, 1612 and 2102.

2. Due to the nature of the work I will be performing for the District, my employees may have contact with students of the District.

3. None of the employees who will be performing the work have been convicted of a violent or serious felony as defined in the Notice and in Penal Code Section 1192.7 and this determination was made by a fingerprint check through the Department of Justice.

I declare under penalty of perjury that the foregoing is true and correct.

Executed at Oakland, California on 8/11/2026
Date

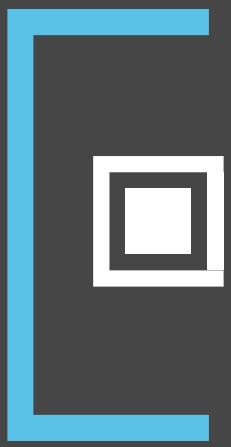
Signature

Roy Combs
Typed or printed name

Partner
Title

70 Washington Street, Suite 205 Oakland, California 94607
Address

510.550.8220
Telephone



INSURANCE REQUIREMENTS

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
6/11/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Acrisure West Insurance Services, LLC 1950 W Corporate Way #1 Anaheim CA 92801-5373 License#: 6009644	**CONTACT NAME:** Kelley Milks **PHONE (A/C, No, Ext):** **FAX (A/C, No):** **E-MAIL ADDRESS:** kmilks@acrisure.com
INSURED Fagen Friedman & Fulfrost LLP 6300 Wilshire Blvd. Suite 1700 Los Angeles CA 90048 FAGEFRI-01	**INSURER(S) AFFORDING COVERAGE** / **NAIC #** **INSURER A :** Federal Insurance Company / 20281 **INSURER B :** **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 577173386 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. *LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. ***Not Applicable in WY**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY PRO-JECT LOC OTHER:			36071881	6/26/2026	6/26/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG 	$ 1,000,000 $ 1,000,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
A	**AUTOMOBILE LIABILITY** ANY AUTO OWNED AUTOS ONLY SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY			73622589	6/26/2026	6/26/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) 	$ 1,000,000 $ $ $ $
A	X **UMBRELLA LIAB** X OCCUR **EXCESS LIAB** CLAIMS-MADE DED X RETENTION $ 10,000			78194474	6/26/2026	6/26/2027	EACH OCCURRENCE AGGREGATE 	$ 7,000,000 $ 7,000,000 $
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		71835430	6/26/2026	6/26/2027	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

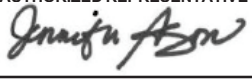
CERTIFICATE HOLDER

^^^^^^^^^^^^^^^^^^^^^^^^^^^^ ^^^ PROOF OF INSURANCE
^^^
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USA

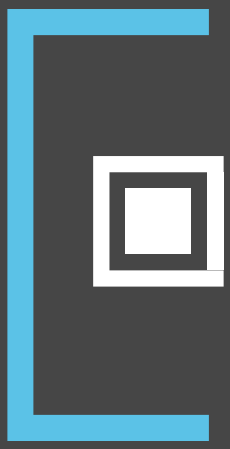
CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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IRS FORM W-9

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See ***Specific Instructions*** on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Fagen Friedman & Fulfrost, LLP

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☐ S corporation ☑ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

6300 Wilshire Blvd., #1700

6 City, state, and ZIP code

Los Angeles, CA 90048

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

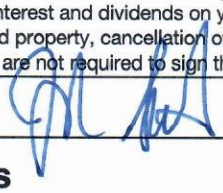
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Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here | **Signature of U.S. person**  **Date** 1-8-2026

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

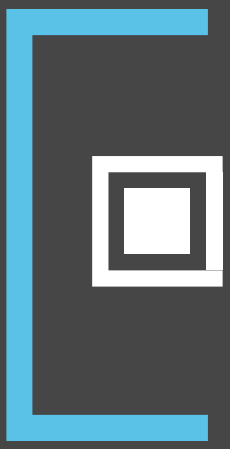
What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they



CONFLICT OF INTEREST CERTIFICATION

CONFLICT OF INTEREST CERTIFICATION

All respondents shall respond to each of the following questions to determine whether any actual or perceived conflict of interest exists.

PRINT NAME: Roy Combs

TITLE OF OFFICER: Partner

NAME OF COMPANY: Fagen Friedman & Fulfrost LLP

As part of your Certification, please respond to the following questions listed below:

1. Have you or any of your team members or consultants been employed by the District in the last three years? [Yes] [No] If your answer is "Yes", please provide the following information:

   a. Full-time employee? [Yes] [No]
   Part-time employee? [Yes] [No]
   As-needed employee? [Yes] [No]
   Consultant? [Yes] [No]
   Other? Please explain below

   Explain: _____

   b. Dates of employment/employment contract/consulting contract?

   _____

   c. Which department(s) did employee(s) work at the District?

   _____

   d. Name of Supervisor(s)?

   _____

   e. Describe job duties and responsibilities for each District position held.

   _____

   f. Last date of employment?

   _____

2. Does (has) any District Board Member or District employee have (had) a business position, or serve as an Officer, Partner or Shareholder in your company? [Yes] [No] If the answer is "Yes", please provide the following information:

   a. Name(s) of the Board Member(s) or employee(s)?

   _____

   b. Title/position with your company?

   _____

c. If anyone is (was) District Board Member or employee, what percentage of your company's shares does he/she own?

3. Are any of your former employees or consultants presently employed by the District? [Yes] [No] If the answer is "Yes", please provide the following information for each employee:

a. Name of former employee(s)?

b. Position/title with your company?

c. Please describe their duties and responsibilities for each position held at your company.

d. Dates of employment?

I declare under Penalty of Perjury, under the laws of the State of California, that the above mentioned statements are true and correct to the best of my knowledge, and this declaration was executed on:

August (Month) 7 (Day), 2026 ; in the Oakland (City) CA (State)

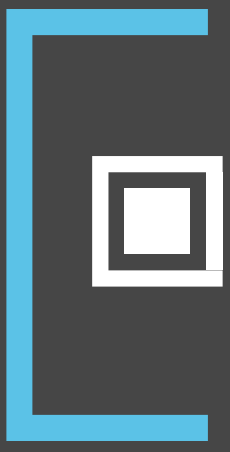
Signature

Roy Combs

Printed Name

Partner

Title



CONTRACTOR CERTIFICATION: PROHIBITION ON POLITICAL

ALUM ROCK
UNION ELEMENTARY SCHOOL DISTRICT

2930 Gay Avenue, San José, CA 95127 · Phone: 408-928-6800 · Fax: 408-928-6416 · www.arusd.org

CONTRACTOR CERTIFICATION:
PROHIBITION ON POLITICAL CONTRIBUTIONS

CONTRACTOR NAME: Fagen Friedman & Fulfrost LLP ("Contractor")

On December 18, 2025, the Board of Trustees of the Alum Rock Union Elementary School District ("ARUSD") adopted Board Resolution #33-25/26 prohibiting political contributions by firms contracting with the Alum Rock Union Elementary School District, and defining appropriate certification, disclosure, and enforcement mechanisms. A copy of Resolution #33-25/26 is attached hereto. Per the Resolution, The Board of Trustees has directed that, as a condition of contract award, Contractor shall submit this signed Certification under penalty of perjury affirming compliance with the provisions of Resolution #33-25/26.

By signing below, Contractor certifies the following:

1. Contractor has read and understands Resolution #33-25/26 and agrees to abide by its terms as a condition of award of any contract with the Alum Rock Union Elementary School District for the period of time specified in Resolution #33-25/26, and has read and understands and agrees to the District's remedies therein upon a material breach of Resolution #33-25/26.

2. Contractor (and any officer, director, principal, owner, subsidiary, affiliate, subcontractor, or other entity under its control) has not made any political contribution or pledge of contribution, whether monetary or in-kind, to any current or prospective candidate for the ARUSD School Board, any ARUSD political committee, or any committee controlled by such candidate or officeholder during the 18 month period immediately preceding the contract award, nor during any negotiations for the Contract.

3. During the term of this Contract, and for a period of 18 months following its expiration or termination, Contractor (and any officer, director, principal, owner, subsidiary, affiliate, subcontractor, or controlled entity) shall not directly or indirectly make any contribution or pledge of contribution to:

   - any candidate for the ARUSD School Board;
   - any current ARUSD School Board Member running for any local, state, or federal office;
   - any ARUSD-related political campaign; or
   - any political action committee or independent-expenditure committee whose expenditures support or oppose ARUSD Board Members or candidates for the ARUSD School Board or any other office held or sought by an ARUSD Board Member.

George Sanchez, Interim Superintendent

Board of Trustees: Linda Chavez, President, Andrés Quintero, Vice-President
Minh Pham, Clerk ·Corina Herrera-Loera, Member· Minh Nguyen, Member

For purposes of this Section, "contribution" includes direct monetary contributions; in-kind contributions; and contributions made to or through independent-expenditure committees (IEs), political action committees (PACs), or similar entities.

4. Contractor shall disclose in writing to ARUSD any political contributions made during the Contract term (or restricted post-contract period), including the identity of the recipient, the amount, the date, and whether the contribution was direct or associated with independent expenditures.

5. Contractor will provide a copy of this signed Certification and the attached Resolution #33-25/26 to each of its officers, directors, principals, owners, subsidiaries, affiliates, subcontractors, or other entity under its control.

The undersigned hereby certifies under penalty of perjury under the laws of the State of California that they are authorized to execute this certification on behalf of Contractor and that the foregoing certifications are true and correct.

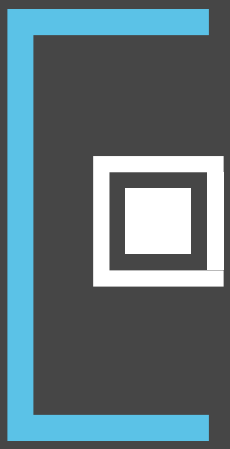
Dated: 8/7/2026

"Contractor"



Print name: Roy Combs

Title: Partner



LETTER OF RECOMMENDATION

ALBANY
Unified School District

District Address:
1216 Solano Ave.
Albany, CA 94706
Phone: 510.558.3750
Fax: 510.559.6560
www.ausdk12.org

District Administration
Sara Stone, Superintendent

Board of Education
Josh Mahoney, President
Dayna Inkeles, Vice President
Sadia Khan,Trustee
Becky Hopwood,Trustee
Melissa Boyd,Trustee

August 7, 2026

To Whom It May Concern,

It is my pleasure to write this letter in strong support of **Fagen Friedman & Fulfrost LLP (F3 Law)**.

As Superintendent of Albany Unified School District, I have had the opportunity to work closely with the attorneys at Fagen Friedman & Fulfrost LLP across nearly every aspect of school district operations. Their expertise, responsiveness, and commitment to public education have made them an invaluable partner to our district.

F3 Law has provided exceptional guidance in a wide range of areas, including human resources, special education, labor negotiations, governance, student matters, investigations, parent complaints, policy development, contracts, and day-to-day legal questions. No matter the issue, their attorneys consistently provide thoughtful, practical, and legally sound advice that helps us make decisions that are in the best interest of our students, staff, and community.

What I appreciate most is that F3 Law understands that school districts need more than legal opinions. They take the time to understand our goals, consider the operational realities we face, and provide solutions that are both legally defensible and workable in practice. They are responsive when issues arise, proactive in helping us anticipate challenges, and true partners in navigating complex situations.

Whether representing the District during negotiations, advising us through sensitive personnel matters, supporting our special education team, or helping us respond to parent concerns and complaints, F3 Law has consistently demonstrated professionalism, integrity, and a deep understanding of California public education.

I recommend Fagen Friedman & Fulfrost LLP without hesitation to any school district seeking knowledgeable, trusted legal counsel. Their partnership has strengthened our district's ability to serve students while ensuring we remain compliant with the complex legal landscape facing public education today.

Sincerely,

Dr. Sara Stone
Superintendent
Albany Unified School District

APPENDIX A – ATTORNEY BIOGRAPHIES

Roy A. Combs

PARTNER



Oakland / Sacramento
rcombs@f3law.com

Highly regarded across California for his excellent client service, integrity, candor, insight and the positive impact he's had in sculpting the contours of education law, Roy Combs brings extensive experience in helping clients navigate challenges. Roy counsels and represents school districts, governing boards, agency senior executives and administrators and others on the full spectrum of education-related legal issues. They include such matters as collective bargaining, labor and employment, governance, litigation, personnel, Brown Act, conflict-of-interest, facilities, construction, and risk management.

When advising on pivotal governance matters, which can often influence the direction a school district takes, Roy works closely with school boards and leaders to support their policy goals. He enjoys helping them analyze issues, communicate effectively, come to resolutions as a team, and improve the operations of the organization. This collaborative success often translates into better pedagogical policies and classroom environments that helps teachers educate students.

Roy frequently serves as an agency's lead negotiator in collective bargaining, including through impasse and post impasse proceedings and strikes. In providing this invaluable service, Roy always keeps an eye on the procedural twists and turns that can either promote or impede a school district from successfully performing its duties. Clients appreciate that he knows how and when to implement his situationally specific approaches to generate the most optimal outcomes possible. A CTA-certified "Trainer of Trainers" in Interest-Based Bargaining, Roy provides knowledge and experience in conducting

Roy A. Combs

traditional and non-traditional bargaining approaches, and in IBB negotiations and trainings for bargaining teams.

As a litigator representing clients in many different venues, including state and federal trial courts, the California Court of Appeals and in the United States Court of Appeals for the Ninth Circuit, Roy brings a dynamic presence and a calm manner to the courtroom or around the negotiation table. He draws on an uncanny ability to secure and retain the attention and intention of decision-makers and opposing counsel. Fully aware of the interplay between the science and art in trial work, Roy is known as an outstanding trial lawyer. Yet he always demonstrates respect for all parties involved.

A strong proponent of alternative dispute resolution as an effective method for settling disputes, Roy has participated in hundreds of ADR proceedings. He also serves as a mediator for the United States District Court for the Northern District of California, as well offering mediation services through the firm. In addition, every year Roy delivers a presentation for the School Employers Association of California (SEAC), on labor issues, post-impasse and strike matters, and other topics, and is a presenter at numerous education conferences.

In all that he does as an attorney, Roy has earned a reputation for examining issues from multiple perspectives, using analysis to generate better answers, and, as he puts it, "pressure-testing" proposals to see if they measure up. He has the utmost respect for educators and administrators and their dedication to the students they serve.

Education

- University of California, Berkeley School of Law (J.D.)
- University of California, Berkeley (Double Major)Majors in Political Science and Development Studies

Experience Highlights

- Served as the appointed panel member in multiple fact-finding proceedings under the EERA.
- Successfully defended school district in Federal Court proceedings alleging ADA violations.
- Defended school district in the Vegara v. State of California et al., gaining its dismissal, and subsequently representing ACSA as amicus counsel in appellant proceedings.
- Successfully defended school district against a challenge to Stull Act evaluation procedures.
- Lead counsel for school district in a successful complex California Judicial council coordinated litigation against general contractor advancing multiple claims surrounding construction of a new high school, including removal of the contractor and recoveries against surety bonds, CGL, Builders' Risk, and AE policies.

Roy A. Combs

Admissions

Bar Admissions
- California

Court Admissions
- U.S. Supreme Court
- U.S. Court of Appeals, Ninth Circuit
- U.S. District Court, Central District, California
- U.S. District Court, Eastern District, California
- U.S. District Court, Northern District, California
- U.S. District Court, Southern District, California

M. Alejandra León

PARTNER



Oakland
aleon@f3law.com

M. Alejandra León counsels school districts, county offices of education and special education local plan areas on an array of special education, student-related and employment issues. They include matters that involve the Individuals with Disabilities Education Improvement Act, Section 504 of the Rehabilitation Act and myriad related California laws and rules in this complex, ever-evolving legal arena.

Bringing an ability to ask the right questions, get people to open up, and gather facts, Alejandra also performs investigations when allegations manifest regarding discrimination and other conduct that involve students or staff. She also counsels clients on compliance with public meeting regulations.

While she enjoys tackling the intellectual complexities of education law, Alejandra most likes interacting with clients, and building relationships with them. She monitors the changing regulations and works diligently to ensure her clients stay in compliance and avoid litigation. When conflicts do arise, Alejandra steers clients through the dispute, works to attain the best possible resolution, and takes away as much as she and the client can so they can put into place measures to avoid future problems. Alejandra approaches such disagreements from a practical standpoint, always considering the long-term, relational consequences on families and school districts.

By earning a bachelor's degree in Social Welfare, Alejandra became fully aware of the interconnected nature of the various government assistance programs, which require cooperation from multiple agencies. This understanding enhances her ability to serve clients today. "The public education system," she says, "has many overlapping circles and many different people—students, families, employees, colleagues and others—so having a macro perspective helps us best interact with each other."

M. Alejandra León

Alejandra earned a Juris Doctor from the University of California, Hastings College of the Law, where she was the recipient of the Witkin Award for Excellence in her Special Education Law Seminar.

Education

- University of California, Hastings College of the Law (J.D.)
- University of California, Berkeley (B.A., Social Welfare, with distinction)

Experience Highlights

- Member of F3's Diversity, Equity, and Inclusion Committee
- City of Vallejo Attorney's Office
- Berkeley City Attorney's Office
- Law Foundation of Silicon Valley Mental Health Advocacy Project
- Externed for the Honorable Evelio M. Grillo in the Alameda County Superior Court

Admissions

Bar Admissions
California

Seth N. Eckstein

PARTNER



Oakland
seckstein@f3law.com

With experience as a former educator and in-house counsel, Seth N. Eckstein is well-versed in school operations and takes a holistic approach as a general counsel and thought partner for clients. He is committed to addressing issues promptly and proactively so that school district can execute on their mission to serve children. Seth counsels clients on the full spectrum of labor and employment, human resource and governance and board-related issues as well as personnel investigations, business transactions and matters involving parcel taxes and the Brown Act. He also represents districts in workplace discrimination complaints, labor disputes and other claims.

Seth is particularly passionate about personnel issues because this work ultimately is about putting the best staff in front of students. He partners with human resource professionals to address complicated, fast-developing issues and help them provide the best learning environments. His goal is to help districts stay focused on their mission: providing the best environments to educate students. Sometimes that requires working with different departments and different administrators to always place children's interest first.

Because of his experience teaching Mandarin Chinese at a public school in Boston and as in-house attorney with the Oakland Unified School District for more than six years, Seth recognizes how educators and school districts operate. He also knows clients frequently need responses to issues immediately so he makes himself available for delivering solutions quickly.

Seth N. Eckstein

Clients appreciate Seth's strong communication skills, responsiveness and ability to provide practical analysis and distill complex legal concepts into easily understood language. He understands that some school districts don't have a lot of resources and takes that into consideration to offer cost-effective options to achieve optimal outcomes. No matter the circumstances, Seth considers it an honor to work shoulder-to-shoulder with public school professionals and serve as their "thought partner," as he puts it.

Education

- Northeastern University School of Law (J.D.)
- Colby College (B.A., summa cum laude)

Experience Highlights

- Interned for the Hon. John T. Noonan of the Ninth Circuit Federal Court of Appeals in San Francisco

Admissions

Bar Admissions

- California

Court Admissions

- U.S. District Court, Northern District, California

Peter Sumulong

SENIOR COUNSEL



Oakland
psumulong@f3law.com

Peter Sumulong guides school districts smoothly through all laws and contracts related to the procurement of services, construction services and other products, as well as with the sale or lease of district-owned real property.

Clients ranging from the largest to the smallest school districts in California rely on him to help ensure their procurement activities remain both transparent and compliant. Peter advises clients throughout the life cycle of procurement, from bidding to contractor selection to contract negotiation. While Peter evaluates and negotiates services contracts of all types, he has particular experience assisting districts with food services and energy services transactions.

Drawing upon his past experience, including experience as in-house counsel at a construction firm, Peter applies his insights into industry business practices and mindsets to assist school districts with initiation of their construction projects. Additionally, when a school district wishes to increase revenues by selling or leasing surplus property, Peter helps them navigate the maze of applicable laws to get those deals done, in a way that also benefits both students and staff.

Peter also has experience conducting workplace investigations and advising clients on governance and student related issues.

A former television sports anchor, Peter now utilizes those communications skills to engage and educate at conferences hosted by organizations such as the California Association of School Business Officials (CASBO) on topics such as procurement and public contracting.

Education

- California Western School of Law (J.D.)
- University of California, Berkeley (B.A., Mass Communications)

Admissions

Bar Admissions

- California