

Agenda Item:	II B: Recommended Action Item
Date:	January 11, 2023
To:	Audit and Facilities Committee of Magnolia Educational & Research Foundation dba Magnolia Public Schools (“MPS”) Board of Directors
From:	Alfredo Rubalcava, CEO & Superintendent
Staff Lead(s):	Patrick Ontiveros, General Counsel & Director of Facilities Mustafa Sahin, Project Manager
RE:	Approval of DLR Group to provide Architectural Services for the Magnolia Science Academy—5 (“MSA-5”) New Construction Project at 7111 Winnetka Street

1. **Action Proposed:**

MPS staff recommends that the Audit and Facilities Committee approve the selection of DLR Group to provide architectural and engineering services for MSA-5’s new construction project at 7111 Winnetka Ave in Winnetka (the “Project”) for a total fee of \$1,765,500 and further approve that MPS Staff be authorized to negotiate and sign a professional services contract for said services in such form as MPS Staff may deem appropriate and in the best interests of MPS. Furthermore, for the Committee to approve and recommend that the Board adopts the same.

2. **Purpose:**

The purpose of this proposed action is to approve the selection of DLR Group to provide architectural and services for MSA5’s new site at 7111 Winnetka Ave to be funded with the proceeds of a Charter School Facilities Program (“CSFP”) award from the Office of Public School Construction (“OPSC”) and to authorize MPS Staff to negotiate a final contract with DLR Group.

3. **Background:**

***Acquisition of Winnetka Ave Property***

At its December 19, 2021 meeting, the MPS Board approved MPS signing a purchase and sale agreement (“PSA”) for the purchase of the 7111 Winnetka Ave Property and making a good faith, refundable, escrow deposit of Two Hundred Thousand Dollars (\$200,000). Escrow for the purchase and sale of the Property was opened on December 22, 2021. MPS exercised all three (3) of its options to extend the contingency period. At its June 16, 2022 meeting the Board approved the waiver of the contingencies. At the June 16th meeting the Board also approved a loan from CLI Capital to fund the acquisition of the Property.

MPS assigned to MPM Sherman Winnetka LLC (“Winnetka LLC”) the right to acquire and take

title to the Property with a loan from CLI Capital. Winnetka Ave LLC is a subsidiary of Magnolia Properties Management, Inc., a 501(c)(3) support corporation. Concurrent with the foregoing assignment, MPS entered into a lease for the Property with Winnetka Ave LLC. Escrow on the Property closed on October 21, 2022.

### ***CSFP Award***

MPS Staff applied for funding to the Office of Public Construction’s Charter School Facilities Program (“CSFP”) during the application period held from May 2nd to June 3rd. CSFP provides funding to charter schools for new school facilities. On October 26, 2023, the State Allocation Board (“SAB”) approved a preliminary apportionment in the amount of . Awards made by CSFP are 50% loan and 50% grant. The loan portion is paid back by the award recipient and is amortized over 30 years.

The CSFP award will be used to construct a new campus for MSA-5 which is currently co-located with MSA1 on MSA1’s campus. MPM Sherman Winnetka LLC, a wholly owned subsidiary of Magnolia Properties Management, Inc., a 501(c)(3) support organization, closed on the property located at 7111 Winnetka Ave for the purpose of constructing and leasing a new campus to MSA-5.

### ***Architecture and Engineering RFP***

Staff issued an RFP for architectural and engineering services on September 26, 2022 and received a total of ten (10) proposals from DLR Group, Berliner Architects, Cannon Design, Corgan, tBP, HED, Rafael Franco & Associates, PBK, TSK, and GGA+. MPS Staff formed a selection committee to screen the vendors. The team narrowed the list to five (5) candidates, interviewed them and after careful consideration, including further due diligence, MPS Staff determined that DLR Group was the best fit for the Project including but not limited to the following reasons: team composition, breadth of experience with State funded school projects, quality of RFP response, and attention to schedule and budget. DLR Group’s response to the RFP is attached as Exhibit A.

#### **4. Analysis & Impact:**

MSA-5 is presently co-located on MSA-1’s campus. With a combined student population of approximately 1,000 students the site is highly congested. MPS Staff recently installed modular classrooms for MSA-5 in order to accommodate the large combined student population. Due to space constraints, both MSA-1 and MSA-5 are constrained in accepting more students. Prior to it’s move to the MSA-1 campus, MSA-5 was located on prop 39 Los Angeles Unified School District campuses. The Project will allow MSA-5 to occupy its own facilities on a permanent basis.

5. **Budget Implications:**

All costs related to the Project, including the architecture and engineering fees, will be paid for with the proceeds from the CSFP award. Therefore, there should be no impact on MSA-5's budget.

6. **Exhibits:**

Exhibit A: DLR Group RFP Response

*EXHIBIT A*  
*DLR GROUP RFP RESPONSE*



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SECTION  
3.1



*Westlake Charter School K-8 Campus*  
Natomas Unified School District

Letter of Interest



**DLR Group inc.**  
a California corporation  
700 Flower St 22nd Floor  
Los Angeles, CA 90017

### 3.1 Letter of Interest

October 28, 2022

Magnolia Public Schools  
Mustafa Sahin, Project Manager  
250 East 1st Street, Suite 1500  
Los Angeles, CA 90012

Re: Project Name: Magnolia Science Academy 5 Middle and High School  
DLR Group Project No.: 00-75231-05

Dear Mr. Sahin and Members of the Selection Committee:

We wholeheartedly believe that like-minded organizations can achieve excellence and enrich lives when we partner together. The alignment of vision and mission between Magnolia Public Schools (MPS or Client) and DLR Group is a partnership ripe with potential and opportunity. Both organizations value empowerment, inclusivity, and fostering a personal passion for creativity and continual learning in a safe environment. We are so thrilled for the opportunity to develop a partnership with MPS to provide architectural and engineering services for your proposed new Magnolia Science Academy-5 (MSA-5) middle and high school campus, located at 7111 Winnetka Ave., Winnetka, CA, 91306.

#### **So, Why Choose DLR Group As Your Partner?**

**We aren't interested in status quo.** As a firm, we do not chase projects – we chase relationships; and one of the key elements we identify as success at DLR Group is a satisfied, repeat, client. To meet that core tenet, it requires that we not settle for status quo. It requires us to constantly reflect on the services we deliver, as well as truly listen to our clients to fully understand their pain points and pivot, as required. Our core client executive team –Buddy Gessel (Design Lead), Mark Stankard (Project Manager), Jesse Miller (Project Architect), Julie Zimmerman (State Funding Expert), Jon Rasmussen (Lead Engineer), and I – are 100% dedicated to being involved in all aspects of your projects to ensure we **deliver your vision on time, and on budget.** Our core desire is to build a collaborative, long-term partnership with you, rooted in the spirit of honest and transparent communication.

**DLR Group Offers Unique Design Achievement for Magnolia Public Schools.** DLR Group delivers solution-based, innovative spaces that will drive STEAM programming and a whole-child learning experience that will bring students, educators, and technology together to achieve academic excellence. Two examples of the design excellence that we can achieve for MSA-5 are the **Innovations Academy** (completed in 2020) and the new **Logan Memorial Educational Complex** (completed in 2020) projects. The common thread between these projects was our ability to equip the leaders of these school districts to have the Courage to Experiment. We see your pursuit of learning environment excellence in your mission and vision and want to build upon that foundation to ensure that Magnolia Public Schools is a destination educational experience in the communities that you serve.



### 3.1 Letter of Interest

October 28, 2022

Re: Project Name: Magnolia Science Academy 5 Middle and High School  
DLR Group Project No.: 00-75231-05

**DLR Group is the Right Design and Engineering Team.** Just as MPS acknowledges that “a “one-size fits all” approach doesn’t work when it comes to education”, the same can certainly be said for which architecture firm you choose to partner with as well. As an award-winning integrated design and engineering firm, we have assembled an all-star team of designers, planners, engineers, subject matter experts, consultants, and in-house educators to support your project and we are fully committed to aligning with your district’s educational specifications and standards to help you achieve better outcomes for your students, staff and community. As a leadership team, Buddy and I will start your project with a singular focus to design to your budget and not budget to a design.

Lastly, we promise to **deliver on our commitments.** As Principal-In-Charge, I am personally committed to being a hands-on and proactive communicator, and I look forward to developing a client-centric relationship with your entire team.

Our team is ready to start serving you immediately and committed to living up to our promise to **listen.DESIGN.deliver.**

Thank you for your consideration of this proposal.

Sincerely,  
DLR Group



Andrew Thompson, Associate AIA  
Principal-in-Charge, Primary Contact  
909.471.1518 | athompson@dlrgroup.com



Buddy Gessel, AIA, LEED AP  
Design Leader  
858.449.0360 | bgessel@dlrgroup.com

SECTION  
3.2



*Urban Discovery High School*  
Urban Discovery Schools

**Relevant Experience**





### 3.2 Relevant Experience <sup>1</sup>

We're an integrated design firm. Our promise is to elevate the human experience through design. This inspires a culture of design and fuels the work we do around the world. We are 100 percent employee-owned: every employee is literally invested in our clients' success. At the core of our firm are interdisciplinary employee-owner teams, engaged with all project life-cycle stakeholders. These teams champion true collaboration, open information sharing, shared risk and reward, value-based decision making, and proficient use of technology to elevate design.

 **1300+**  
Employee-Owners

 **56**  
Years of Experience

 **30+**  
Years of California K-12 School Experience

Our work beyond K-12 can help your students reach their potential with authentic learning opportunities.

DLR Group has a core team of professionals dedicated to K-12 educational facility projects, with experience ranging from master planning, small modernizations and renovations, additions, and construction of full school campuses. This focus provides our team members with an in-depth understanding of educational facility design that includes how changes in curriculum, educational delivery, physical environment, funding sources and government legislation impact the educational facilities of both today and the future.

Our K-12 Team routinely shares, discusses, and analyzes how the latest research, trends, and legislation around the country impact the educational facilities of today. We understand the unique challenges and requirements of constructing school facilities in California. Additionally, our team is active in professional organizations, including the Association for Learning Environments (A4LE), Coalition for Adequate School Housing (CASH), Collaborative for High Performance Schools (CHPS) and other regional and state organizations.

#### Firm Information

DLR Group inc., a California corporation  
700 Flower St 22nd Floor  
Los Angeles, CA 90017  
P: 213.800.9400

*Our office is located less than 2 miles from Magnolia Public Schools District office.*

#### Year of Establishment

1966 (56 years, 30+ years in California)

DLR Group, Inc. a California Corporation, is wholly owned by DLR Holding Company, an ESOP that is in turn 100% employee-owned and offers ownership opportunities through stock purchases to all employees.

#### Services Offered

- **Architecture**
- **Energy Services**
  - Audits & Benchmarking
  - Building Optimization
  - Commissioning
  - Energy Master Plans
  - Energy Modeling
  - Life-Cycle Cost Analysis
  - Measurement & Verification
  - Renewables
- **Engineering**
  - Building Performance Design
  - Civil
  - Electrical
  - Mechanical
  - Structural
- **Experiential Graphics**
- **Primary Contact**
- **Interiors**
- **ITDG-Innovative Technology**
  - Design Group
  - Acoustics
  - Audiovisual
  - Digital Media Design
  - Information Transport
  - Life-Safety & Security
  - Lighting Design
  - Show Control
  - Theater Technical
- **Laboratory Planning**
- **Landscape Architecture**
- **Master Planning**
- **Historic Preservation**
- **Sustainability Consulting**
- **Funding and Entitlements**

### 3.2 Relevant Experience <sup>1</sup>

DLR Group has worked on 100+ projects in the last 5 years. The following pages feature projects that illustrate recent educational design projects in each of your scope categories, as identified below. DLR Group’s role on each of the projects included programming, planning, design, construction documents, DSA approvals, bidding, and construction administration field services.

Project Name & District	Project Description	Construction Cost (Estimated + Final)	Design Fees (Initial + Final)	Completion Date	Client Contact Info
Westlake Charter School K-8 Campus  Natomas USD	New School DLR Group provided programming, architectural and interior design services.	Est. Cost: \$32,500,000  Construction Cost: \$30,357,190	Initial Fees: \$1,450,960  Final Fees: \$1,450,960	July 2017	Paul Anderson, Director Planning & Constriction, panderson@natomas.k12.ca.us, 916-567-5468
Urban Discovery High School  Urban Discovery Schools	New Charter School DLR Group and BakerNowicki is providing architecture, planning and interiors.	Est. Cost: \$12,700,000  Construction Cost: Project on Hold	Initial Fees: \$1,288,728  Final Fees: No change	Estimated Completion 2024	Maelin Levine, Urban Discovery Schools Board President, mlevine@urbansd.com, 619-233-9633 x. 1
Del Lago Academy  Escondido Union High School District	DLR Group and BakerNowicki provided architecture to this project.	Est. Cost: \$53,414,661  Construction Cost: \$55,727,022	Initial Fees: \$2,837,500  Final Fees: \$2,941,379	2013	Amanda Phillips, Assistant Superintendent, Business Services, aphillips@euhsd.org, 760-291-3211
Innovations Academy  San Diego USD	K-8 public charter school - DLR Group   BakerNowicki provided architecture, interiors, graphic design and master planning.	Est. Cost: \$34,800,000  Construction Cost: \$36,900,000	Initial Fees: \$1,816,955  Final Fees: \$1,816,955	2020	Lee Dulgeroff, Chief Facilities Planning & Construction, ldulgeroff@sandi.net, 619-637-3515
Desert Learning Academy  Palm Springs USD	New Construction	Est. Cost: \$12,000,000  Construction Cost: \$9,400,000	Initial Fees: \$712,091  Final Fees: No change	Estimated Completion 2024	Julie Arthur, Executive Director of Facilities, Planning and Development, jarthur@psusd.us, 760.883.2710
West Mec Aviation  Western Maricopa Education Center	DLR Group provided architecture, engineering, interiors, and landscape architecture services in design-build delivery with McCarthy Building Companies.	Est. Cost: \$6,648,322  Construction Cost: \$6,576,574	Initial Fees: \$351,688  Final Fees: \$406,413	June 2011	Gregory Donovan, Founding Superintendent, greg.donovan@west-mec.org, 623-512-2123
David Starr Jordan High School  Los Angeles USD	Add/Renovate DLR Group provided master planning, architecture and interior design services.	Est. Cost: \$67,500,000  Construction Cost: \$72,682,845	Initial Fees: \$1,450,960  Final Fees: \$1,450,960	April 2016	Eddie Nishi, Senior Design Manager, eddie.nishi@lausd.net, 213-241-4161

### 3.2 Relevant Experience 7

Project Name & District	Project Description	Construction Cost (Estimated + Final)	Design Fees (Initial + Final)	Completion Date	Client Contact Info
Dixie Canyon Community Charter Elementary School Site Analysis  Los Angeles USD	Add/Renovate  DLR Group provided architecture, planning, and interior design services.	Est. Cost: \$25,000,000  Construction Cost: In Construction	Initial Fees: \$71,326  Final Fees: In Construction	July 2024	Pamela KU, Senior Design Manager, pamela.ku@lausd.net, 323-308-3558
K-3 Charter School  Lincoln USD	Remodel, conversion and expansion of an existing building	Est. Cost: \$7,500,000  Construction Cost: \$7,500,000	Initial Fees: \$110,000  Final Fees: \$110,000	January 2016	Rebecca Hall, Associate Superintendent of Business Services, rmhall@lusd.net, 209-953-8716
Summerwind Trails K-8  Beaumont Unified School District	New K-8 school serving 1,100 students. DLR Group provided Architecture, Structural Engineering, Interior Design, Acoustics	Est. Cost: \$40,000,000  Construction Cost: \$31,667,703	Initial Fees: \$2,305,983  Final Fees: \$2,072,759	July 2021	Lisa Hendrix, Director of Facilities, lhendrix@beaumontusd.k12.ca.us, 714-717-2904
Beverly Hills High School Modernization  Beverly Hills USD	New construction and modernization of the 24-acre campus. DLR Group provided architecture, structural engineering, and interior design.	Est. Cost: \$65,903,130  Construction Cost: \$57,984,045	Initial Fees: \$5,693,141  Final Fees: 4,970,840	June 2021	Shirley Vasquez, Administrative Assistant, svasquez1@bhUSD.org, 310-551-5100
Neal Dow Elementary School  Chico USD	Modernization and MPR addition. DLR Group provided Architecture, Interior Design	Est. Cost: \$16,247,874  Construction Cost: \$21,127,335	Initial Fees: \$1,682,201  Final Fees: \$1,699,560	October 2020	Julie Kistle, Director of Facilities and Construction, jkistle@chicousd.org, 530-891-3140
Mission Middle School  Escondido USD	New 2-story math/science classroom building; renovation of classrooms, library, and admin building. DLR Group provided Architecture, MEPS Engineering, Interior Design, Acoustics	Est. Cost: \$18,700,000  Construction Cost: \$22,294,050	Initial Fees: \$1,169,949  Final Fees: \$2,346,410	June 2019	Michael Taylor, Assistant Superintendent, Business Services, mtaylor@eusd.org, 760-432-2400
Maywood Center for Enriched Studies  Los Angeles USD	New 203,000 SF replacement secondary school for 1400 students grades 6-12 DLR Group provided Architecture, Mechanical Engineering, Interior Design	Est. Cost: \$60,000,000  Construction Cost: \$84,029,787	Initial Fees: 3,650,000  Final Fees: \$4,672,456	October 2017	Russell McCarley, Project Execution - Contract Professional, russell.mccarley@lausd.net, 213-241-1000

### 3.2 Relevant Experience 7

Project Name & District	Project Description	Construction Cost (Estimated + Final)	Design Fees (Initial + Final)	Completion Date	Client Contact Info
Grand View Elementary School Manhattan Beach USD	New classroom building, MPR, and admin building; modernization of remaining buildings. DLR Group provided Architecture, Interior Design, Acoustics.	Est. Cost: \$30,081,859 Construction Cost: \$32,543,889	Initial Fees: \$2,600,095 Final Fees: \$2,574,799	January 2023	Dawnalyn Murakawa-Leopard, Assistant Superintendent of Administrative Service, dmurakawa@mbusd.org, 310-318-7345
Pacific Elementary School Manhattan Beach USD	Modernization of interior spaces, new wayfinding/signage/experiential graphics. DLR Group provided Architecture, MEP Engineering, Interior Design.	Est. Cost: \$7,097,264 Construction Cost: \$7,189,058	Initial Fees: \$990,883.00 Final Fees: \$628,315.00	August 2019	Dawnalyn Murakawa-Leopard, Assistant Superintendent of Administrative Service, dmurakawa@mbusd.org, 310-318-7345
Marine View Middle School Ocean View SD	New classroom building; modernization of existing campus buildings. DLR Group provided Architecture, Structural Engineering, Interior Design, Acoustics	Est. Cost: \$21,799,559 Construction Cost: \$22,329,492	Initial Fees: \$1,724,765 Final Fees: \$1,866,141	May 2021	Jim Choate, Facilities Director, jchoate@ovsd.org, 714-887-6111
Westmont Elementary School Ocean View SD	Reconstruction of classroom spaces, new safety and security features. DLR Group provided Architecture, MEPS Engineering, Interior Design	Est. Cost: \$8,682,608 Construction Cost: \$11,669,132	Initial Fees: \$939,935.00 Final Fees: \$1,342,143	August 2019	Michael Conroy, Deputy Superintendent, Administrative Services, mconroy@ovsd.org, 714-847-2551
Agua Caliente Elementary School Palm Springs USD	Replacement 68,000 SF school for 850 students. DLR Group   Baker Nowicki provided Architecture.	Est. Cost: \$33,000,000 Construction Cost: \$39,000,000	Initial Fees: \$1,515,390 Final Fees: \$2,166,744	2018	Julie Arthur, Executive Director of Facilities, Planning and Development, jarthur@psusd.us, 760.883.2710
Palm Springs High School Palm Springs USD	Modernization, seismic upgrades for five buildings, 54,000 SF - DLR Group provided Architecture, Structural Engineering	Est. Cost: \$29,170,300 Construction Cost: \$28,724,293	Initial Fees: \$2,788,779 Final Fees: \$3,018,277	December 2021	Julie Arthur, Executive Director, Facilities, Planning, Development, jarthur@psusd.us

### 3.2 Relevant Experience <sup>1</sup>

## Past and Current State of California K-12 Education Clients

| DLR Group's California school partners include the following:

Abraham Joshua Heschel Day School	Gateway Community Charters	Perris UHSD
Anaheim ESD	Golden Valley USD	Poway USD
Anaheim UHSD	Great Valley Academy Charter School	Rialto USD
Muse School	Gustine USD	Rio School District
Beaumont USD	Hacienda La Puente USD	Riverside County Superintendent of Schools
Beverly Hills USD	Hart-Ransom USD	Riverside USD
Blessed Sacrament School	Hemet USD	Roseville Joint UHSD
Brea Olinda USD	Hesperia USD	Sacramento City USD
Buckeye USD	Irvine USD	San Diego USD
Byron USD	Jurupa USD	San Francisco USD
Carlsbad USD	Keyes USD	San Gabriel USD
Carnegie Schools Riverside	Lincoln USD	San Jacinto USD
Cathedral High School	Linden USD	San Juan USD
Center Joint USD	Little Lake SD	San Luis Coastal USD
Chaffey Joint UHSD	Lodi USD	San Marcos USD
Chico USD	Long Beach USD	Santa Ana USD
Chowchilla ESD	Los Angeles USD	Santa Maria Joint UHSD
Christian Brothers High School	Madera County Office of Education	Santa Maria-Bonita School District
Coachella Valley USD	Manhattan Beach USD	Santa Monica-Malibu USD
Compton USD	Manteca USD	Saugus USD
Conejo Valley USD	Modesto City Schools	St. Rose School
Corona Norco USD	Natomas USD	Stanislaus County Office of Education
Covina Valley USD	Newcastle ESD	Stockton USD
Culver City USD	Norwalk-La Mirada USD	Tahoe-Truckee USD
East Side UHSD	Nuvview USD	Temecula Valley USD
El Monte UHSD	Oakdale Joint USD	Temple City USD
Escondido USD	Ocean View School District	The Center for Early Education
Fairfield-Suisun USD	Oceanside USD	Travis USD
Fallbrook Union ESD	Palm Springs USD	Valley Home Joint ESD
Fontana USD	Palos Verdes Peninsula USD	Washington USD
Fresno USD	Pasadena USD	William S. Hart UHSD
Galt Joint Union ESD	Patterson Joint USD	Woodland School

## 3.2 Relevant Experience <sup>1</sup>

# On Time and Within Budget Delivery

## Construction Cost Reduction Measures

DLR Group's tested process and tools will be instrumental in accomplishing the goals set out for your project. Specifically, our Management approach focuses on Communication and Quality Control.

**listen.DESIGN.deliver** is DLR Group's means of leading informed action and confident decision-making. With each and every project, we commit to hearing our clients' needs, assessing current conditions, and providing data-supported solutions that will drive a highly successful design.

Clear roles and paths of communication are key to successful project delivery. Throughout the design process, minutes, updates, and other communication will be available via a cloud-based secure project management software, Newforma Info Exchange. All team members work with the same current information.

### Staying on Budget & Value Engineering

Creativity is foremost to the design, but the design must ultimately be measured against the reality of the budget. Our integrated design process leverages collaboration among disciplines, the cost estimator, and client to evaluate options and select the most cost-effective solutions early in the process. Value Engineering is the result of a linear process that allows design to proceed without adequate cost information, building false expectations which can lead to disappointing scope reductions required to align the design to the budget.

### Cost Control Strategies

We hold ourselves responsible to your budget parameters. More than meeting budgets, we make sure we get the maximum value (in learning, longevity, maintenance and operations) for the dollar investment made in a new school building, working to make sure that a school's community sees that tax dollars have been spent responsibly and to the benefit of everyone. Early communication with our full integrated team will ensure all scope is accounted for in early cost estimates allowing the best chance of project success for Magnolia Public Schools.

### Schedule Management

Establishing a clear method for communication at the very beginning of the project is key to our success. We clearly define:

- who participates in issues and decisions;

- who tracks the project progress at each phase;
- what method identifies issues as they arise; and
- how to communicate them to the appropriate team members.

A clear process enables responsibility for resolutions in a timely manner.

Once this parameters are defined, we meet to establish critical milestones, tasks and responsibilities, due dates, as well as meetings to move the project forward on schedule. During this charrette, a schedule is developed using sticky notes and a full wall of the room. Each discipline contributes requirements for information and decisions, which are set to a timeline to establish key dates. From this, the project manager develops a master schedule provided to all team members. Parallel to the schedule, we track the hours required to accomplish tasks in order to properly staff the project to meet the schedule.

### Scheduling Software

DLR Group uses Microsoft Project software to develop detailed design schedules, which are then incorporated into our office-wide matrix to optimize staffing assignments. For internal scheduling, DLR Group has created proprietary software to track individual employee assignments. Our region's project schedules are loaded into this database and updated weekly so that we can track overall workload by office and region. This allows us to see a cross-section status of each project, number of staff needed, and if projects are over or under staffed. This will also help us to anticipate staffing and start dates for future projects.



Virtual Reality and other technology can be used to collaborate with the contractor throughout the project, as shown here on a recent project.



### 3.2 Relevant Experience <sup>1</sup>

## Designing To Budget

# Beaumont High School

Beaumont, California

Beaumont Unified School District



**Original Budget:** \$52,000,000

**Bid Amount:** \$51,383,447

### Case Study: Beaumont USD High School Expansion

This proposed team for your projects recently met an extremely tight timetable for Beaumont USD by strategically separating the high school addition project scope into four incremental projects in order to get through DSA approval in record time. Schematic Design began in March 2020, all four of the incremental packages needed to be into DSA before December 2020. DLR Group successfully split the packages up, obtained DSA approval (not just submitted) on two of the four increments already with the other two officially currently being reviewed by DSA. The entire project duration had to be less than two years from project kickoff to occupation of all buildings.

Beaumont is experiencing unprecedented growth at a fast rate; thus, a decision presented itself: expand the current high school by 2,000 students or build a new one. DLR Group, armed with our extensive knowledge of modular construction, proposed a vast modernization of their existing campus, essentially re-purposing the entire north side, including athletic fields. The classroom buildings (over 60,000 SF) needed to be fully operational in less than 1.5 years. Hence, DLR Group set out on a fast-paced multi-package, multi-increment design process to ensure construction started as soon as possible and continued non-stop until success. What resulted was a two-phase, four-increment submittal and a project that is currently tracking to be on time, on budget, and exceeding the District's expectations.

The scope of work encompassed two new 30,000 SF, two-story modular construction buildings. These facilities included 40 classrooms, CTE programs, an additional administration wing, a new lunch shelter building, entrance canopy, and a field storage and concessions building. The site work was extensive as it created two new parking lots, dedicated bus and student drop-off zones, new tennis courts, new basketball courts, new softball and baseball fields, and multiple new soccer fields. The \$50M expansion project will provide facilities for upwards of 5,000 future Wildcat students and save the District over \$75M if they would have had to build a new high school.

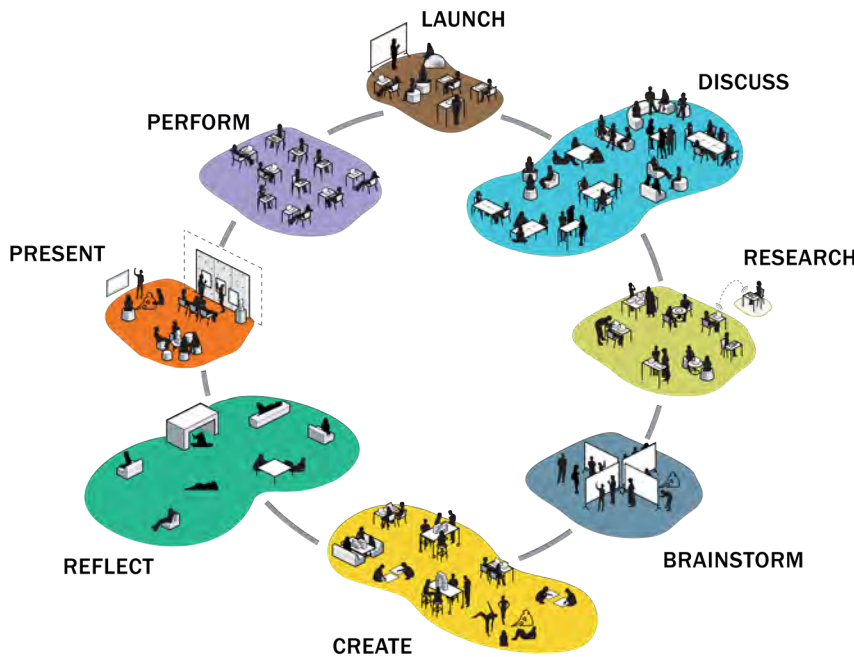
### 3.2 Relevant Experience

## Making Learning Scalable: The FINNS Framework

Activating Design Research to Empower  
Learners and Educators

Taking into account the research we have completed to date and the insights we've gathered from our deep portfolio of work, we recognize that today - more than ever - students desire relevance. Learning is no longer constrained to four classroom walls.

Blurring the lines between ages and abilities, we will foster both physical and virtual, authentic learning and curricular exploration by expanding the definition of what "place-based" high school can and should be in a globally, interconnected world. We envision this taking place by offering a multiplicity of formal and informal learning spaces through the activation of interstitial zones to catalyze cross-pollination.



To create an architectural environment that enables and empowers student success, the approach to the spatial organization of the school building will be guided by DLR Group's pioneering FINNS framework which organizes design strategies into four principles: Flexibility, Individualization, Naturalness and Nature, and Stimulation (FINNS). These principles are inspired by content confirmed through two independent studies led by DLR Group: The Student Engagement Index (SEI) and the Teacher Engagement Index (TEI). DLR Group's design approach will embody the FINNS strategies contextualized within the aforementioned framework of sociocultural context, history, and a comprehensive understanding of the District's history, culture, and context through deep engagement.

### Culver City Outdoor Experiential Learning Play Hub

Providing preschool children with multiple means of engagement with each other in nature, meeting their sensory needs.



### 3.2 Relevant Experience

## Outdoor Learning Spaces

# Innovations Academy

San Diego, California  
San Diego Unified School District



The Innovations Academy is a K-8 public charter school located on a large suburban site in San Diego operating out of 36 portable classroom buildings. The site is planned for future development by the district, requiring the school to relocate to an existing 2-story 36-year-old industrial office building. The adaptive reuse of this vacant office building proposed a challenge to reinvent the learning environment for this school into a dynamic, collaborative, and innovative experience for students. Through creative engineering and innovative planning, these goals were achieved. As an inquiry-based campus, the school structures its programs through self-expression, compassionate connection, and purposeful learning. The campus design creates an environment in which students feel encouraged to explore and learn, in a highly collaborative environment.

The scope of work for this project included the adaptive reuse design of 62,000 SF of commercial office/industrial space. DLR Group|BakerNowicki provided architecture, interiors, graphic design and master planning.

### Outdoor Learning Example: The Innovations Academy

As an inquiry-based campus, the school structures its programs through self-expression, compassionate connection, and purposeful learning. The campus design creates an environment in which students feel encouraged to explore and learn, in a highly collaborative environment including outdoor learning labs, garden kitchen, an indoor fitness lab and gymnasium, and an outdoor challenge course.

### 3.2 Relevant Experience

## Safe and Secure Learning Environments

DLR Group will provide an analysis of safety and security upgrades that are recommended at school sites as supported by Crime Prevention through Environmental Design (CPTED) principles. DLR Group believes, as does CPTED, that a secure environment requires a multi-disciplinary approach to design.

CPTED principles are passive in nature, meaning the design of the site and building contributes to the deterrence of crime—aside from active means such as cameras, motion detectors, access systems, and other electronic equipment. Safety solutions should create a balance between the need for a secure environment and the need for an open, inviting learning environment. CPTED principles have three primary areas of focus that can be applied to both new and existing campuses:

### 1. Surveillance & Supervision

Natural surveillance occurs by designing the placement of physical features, activities and people in such a way as to maximize visibility and foster positive social interaction among legitimate users of private and public space. Potential offenders feel increased scrutiny and limitations on their activity and escape routes.

### 2. Access Control

Limited/secure entry points ensure that visitors must interact with administration before gaining entrance to the campus. In cases where visitors breach the secure zone, the systems should include the ability to lockdown portions of the facility. Classroom design must also consider emergency procedures and areas of “refuge”.

### 3. Territorial Reinforcement

A “sphere of influence” can be created using paving treatments, landscaping, and signage to clearly identify campus boundaries. The “broken window theory” states that a well maintained campus may stop further vandalism and avoid escalation into more serious crime.

### Defining a Safe Learning Environment?

The school safety phenomenon is not a single solution derived from one individual or single entity. To effectively address the problem, community members, leaders, experts, law enforcement, mental health professionals, students, educators, and District administration must come together and arrive at the right solution for their specific school. Facility design alone does not mitigate the potential of tragic events unfolding on school campuses, we must also consider factors such as peer networks, relationships, and the comprehensive school system into the equation.



To further this nation-wide conversation, DLR Group actively engaged superintendents, law enforcement professionals, and designers over an eight-week span for meaningful discussions on this polarizing issue. From our discussions, we identified three tenets that contribute to relational safety, and consequently safe schools: human connection, environment, and technology.

**Human Connections** impact our relationships, health, and wellbeing. Positive student-student and student-teacher relationships help learners develop connectedness and a sense of belonging which improves educational outcomes and influences their mental health and overall happiness.

**Environmental** attributes are integrated into the physical environment through both passive and active means. For instance, the use and configuration of space, open visibility, hazard protection, and safeguards such as locks and security personnel, all contribute to the sense of security for students and staff.

**Technology** has the ability to create a safer environment for all users, either through the use of surveillance or alarm systems. Network security also detects, disrupts and prevents physical and cyber threats.

Thoughtful and deliberate integration of these tenets as preventative safety measures can lead to a sense of security among students and staff, and lead to a reduction in devastating events that can forever change a community.

### 3.2 Relevant Experience <sup>1</sup>

## Student and Staff Safety

# Logan Memorial Educational Complex

San Diego, California  
San Diego Unified School District



An unusually high public interest resulted in a clear, community influenced plan for the Logan Memorial Educational Complex. With the process being open and transparent, the resulting master plan included the implementation of elementary grades while balancing the 7-12 campus needs. The new Logan Memorial Educational Complex, now serving transitional kindergarteners through high school seniors, rebuilds the existing K-8 campus and adds a secondary school component that this neighborhood has been missing. The three existing Memorial buildings to remain, will be re-clad, fully renovated, and re-planned. The building forms are simple, bold, and influenced by Mexican modernism, resulting in architecture that fits the neighborhood and builds on the rich cultural history of the area.

The scope of work included 237,000 SF across a 22-acre site. The idea for this complex was to become a space where students want to be. At the K-6 campus the learning commons is adjacent 2 maker spaces. Resulting is a vibrant student environment where students create, research, think and present. The 7-12 learning commons is adjacent the career and counseling center creating a space that supports socialization, career exploration and online course work. Each classroom village is designed around collaboration spaces to promote flexible learning.

### 3.2 Relevant Experience <sup>1</sup>

# BOLD <sup>TM</sup>

**B**ridging **O**rganization  
**L**earning  
and **D**esign

To maximize the impact of capital investments, BOLD services provides the tools and strategies to bridge modern school designs with positive educational outcomes for all.

**91%**

of BOLD teachers felt their classrooms support movement versus 77% of the national average.



We have seen the challenges that Districts face when accelerating their vision for teaching and learning through facility change. **Your teachers, staff, and administration must be prepared for the opportunities that will come after the ribbon cutting ceremony in the new, future ready facility.** To that end, DLR Group has developed a parallel service to our design process called BOLD - to support the operational shifts required to implement future-ready learning



**52%**

of BOLD-empowered teachers spend most of their time in collaboration and shared spaces (conducting diverse learner-centered activities), versus just 33% nationally.

**BOLD bridges organization, learning, and design to ensure every educator and learner finds fulfillment.**

Our systems-based approach addresses teaching and learning while leveraging collaborative learning environments and school culture to increase confidence and engagement of educators and learners.

## Navigating Change for Our Clients

The BOLD process is designed to lead you through a series of defined explorations that discover, imagine, define, develop, and achieve the path to your desired outcomes. Within this framework, BOLD's specific services are custom-selected to meet the unique needs of your district or school. These might include strategic planning, process consulting, spatial affordance training, change leadership coaching, culture development, inquiry-based learning implementation, teaching and learning consulting services, or others.

**BOLD is a Process to Shift Human Behavior.**



### 3.2 Relevant Experience <sup>1</sup>

#### Reflects School's Mission and Vision

## Compton High School

Compton, California  
Compton Unified School District



Compton is well known for producing music and athletic prodigies, and now this community has an opportunity to set the standard for educational excellence with a new high school. DLR Group's design will transform the District's oldest high school campus into a 21st Century learning environment that elevates education for all Compton students and staff. The design solution centers around keystone shaped learning suites that support project-based learning, student exploration and general instruction.

This project includes a brand new high school campus on the existing site. Two new pathways unite the site, honor the school's legacy, and welcome the community. The new Academic Boulevard defines the North/South Axis, creating a learning community and organizing Career and Technical Educational (CTE) spaces along its edges with classroom wings above. The gymnasium and administration building anchors the north quad. At the south end, the performing arts center is a beacon to the community along a prominent city street previously hidden from campus. The East/ West Axis reflects the importance of community and athletics. The new collegiate caliber sporting complex is home to indoor events in the gymnasium, and outdoor activities in the stadium and athletic field or courts.



SECTION  
**3.3**



*David Starr Jordan High School*  
Los Angeles Unified School District

## Applicant Description and Qualifications





### 3.3 Applicant Description and Qualifications

## Team Structure



DLR Group	<p>Andrew Thompson <i>Associate AIA</i> <i>Principal in Charge</i></p>	<p>Buddy Gessel <i>AIA, LEED AP</i> <i>Design Leader</i></p>	<p>Natt Puapornpong <i>NCIDQ</i> <i>Interior Design Leader</i></p>
	<p>Julie Zimmerman <i>State Funding Expert</i></p>	<p>Kate Vega <i>State Funding Expert</i></p>	<p>Jesse Miller <i>AIA, Associate DBIA</i> <i>Project Architect</i></p>
	<p>Mark Stankard <i>AIA, LEED AP</i> <i>Project Manager</i></p>	<p>Shona O’Dea <i>LEED AP BD+C, CPHC, WELL AP</i> <i>Energy Efficient Design Leader</i></p>	<p>David Sakaguchi <i>AIA, LEED AP</i> <i>QA/QC Manager</i></p>
	<p>Jon Rasmussen <i>LEED AP BD+C, WELL AP</i> <i>Lead Engineer</i></p>	<p>Danny Ahkiam <i>SE</i> <i>Structural Engineer</i></p>	<p>Yam Champagain <i>PE, LEED AP</i> <i>Mechanical Engineer +</i> <i>Fire Proection Design</i></p>
	<p>Larry Hackleman <i>PE, LEED AP</i> <i>Electrical Engineer</i></p>	<p>Raymond Heintel <i>PE, RCDD, PSP, LEED AP</i> <i>Safety &amp; Security</i></p>	
Consultants	<p>Richard Dieli <i>FCSI</i> <i>Food Service</i> <i>DMH Foodservice Design</i></p>	<p>Virgil Aoanan <i>PE, SE, QSD, ENV SP</i> <i>Civil Engineer</i> <i>VCA Engineers</i></p>	<p>Jane Cataldo <i>RLA, ENV SP, LEED AP</i> <i>Landscape Architect</i> <i>Lynn Capouya</i></p>

DLR Group practices integrated design in our approach to every project, whether we use in-house or consulting engineers. Our quality control process regularly engages the engineers as early as is appropriate in the design process. We view the engineers as the experts in their chosen fields and involve them in goal setting, key review meetings with the owner and internal coordination and design meetings.

DLR Group recommends the consultants listed above as our team for the Magnolia Public School’s projects. We typically work with our in-house team, however, we want to provide you with a guaranteed attention and top notch quality while meeting or exceeding your project and district goals. Upon project award, we acknowledge the district’s request to partner with DLR Group in the final selection of the consultant team and review of their proposals.

### 3.3 Applicant Description and Qualifications

## Andrew Thompson, ASSOCIATE AIA

Principal | Principal-in-Charge



Andrew is a motivated leader with 20 years of national and international experience managing architectural projects as a seller-doer from the initial planning stages through construction and post-occupancy evaluations. For educational clients, he has assisted and managed project teams on a variety of different projects such as new construction, modernization, historical, seismic retrofit, interim housing and modular construction.

#### Select Experience

- Delano Union School District**  
Del Vista ES Math & Science Academy Modernization\*
- Beaumont Unified School District**  
Beaumont High School Expansion
- San Jacinto Unified School District**  
New Middle School #8
- Los Angeles Unified School District**  
South Region Elementary School #9  
Thomas Jefferson High School Modernization

\*Performed while at a previous firm.

#### Education

- Bachelor of Architecture,**  
University of Oklahoma
- CASH School Facilities Leadership Academy, Cohort 7 Graduate**

#### Registration, Accreditations, Affiliations

- Coalition of Adequate School Housing (CASH)
- Association for Learning Environments (A4LE)
- American Institute of Architects, Associate Member

## Buddy Gessel, AIA, LEED AP

Principal | Design Leader



Buddy's career has been dedicated to educational facilities including new and renovated K-12 schools. He oversees all phases of projects, with a proven reputation of excellent client service. His extensive experience with advanced integration of technology in practice including BIM analysis tools ensure thoroughly coordinated building systems and responsive environmental design decisions in a fully-integrated design approach to project delivery.

#### Select Experience

- Urban Discovery Academy**  
Urban Discovery Academy High School
- San Diego Unified School District**  
Logan Heights K-12 Educ. Center  
Innovation Middle School Mod. & Expansion
- Escondido Union High School District**  
Del Lago Academy High School  
Escondido High School Renovation/Expansion
- Murrieta Valley Unified School District**  
Murrieta Mesa High School  
Murrieta Canyon Academy  
Murrieta Mesa High School Addition

#### Education

- Bachelor of Architecture, Honors**  
Pratt Institute, New York

#### Registration, Accreditations, Affiliations

- Architect: CA #C30244
- NCARB License
- American Institute of Architects
- Coalition for Adequate School Housing (CASH)
- Community College Facilities Coalition

### 3.3 Applicant Description and Qualifications

## Natt Puapornpong, NCIDQ

Associate | Interior Design Leader



Natt is a seasoned interior designer for DLR Group who leads and manages projects from conceptual design to construction observation. As an accomplished and highly specialized designer, Natt applies her strong background of interior architecture design into each wayfinding + signage and environmental graphic design project.

#### Select Experience

**El Monte Union High School District**  
South El Monte High School Modernization  
Granada Transition Center Assessment  
Rosemead Adult School

**Hemet Unified School District**  
Whittier Elementary School Modifications

**Hesperia Unified School District**  
Hesperia High School Multipurpose/PAC Building

**San Francisco Unified School District**  
Mission Bay Elementary

#### Education

**Master of Fine Arts, Interior Design,**  
Academy of Art University

**Bachelor of Business Administration,**  
Mahidol University International

#### Registration, Accreditations, Affiliations

NCIDQ

## Julie Zimmerman

State Funding Expert



Julie leads our Education Funding Services (EFS) Department and has secured over \$2 billion dollars for School Districts throughout the State of California for the modernization and construction of school facilities. Julie identifies state and grant funding sources for our K12 clients. She is people oriented and process driven. Julie works closely with the Office of Public School Construction (OPSC) and she knows the timing that is required to obtain funding and grants for your school facility projects.

#### Select Experience

**Temecula Valley Unified School District**  
Facilities Master Plan

**El Monte Union High School District**  
El Monte Union High School Modernization

**Bonsall Unified School District**  
State Facility Program New Construction Eligibility and Funding for Bonsall HS; Site Approval for Gird Road HS.

**Alvord Unified School District**  
State Facility Program Modernization Eligibility and Funding, Career Tech Funding, Site Approval, New Construction Funding, Grant Requests for Class 8 Trash Trucks and donations for athletics program.

#### Education

**Master of Architecture, Bachelor of Architecture**  
University of Nebraska-Lincoln

#### Registration, Accreditations, Affiliations

Coalition for Adequate School Housing (CASH)  
Association for Learning Environments (A4LE)

### 3.3 Applicant Description and Qualifications

## Kate Vega

State Funding Expert



Kate works with K12 clients and their team to understand each project and identify opportunities for state and grant funding sources. Her enthusiasm for understanding funding regulation and sources then translating that information into potential funding has resulted in over 90 million dollars from the state of California for new construction and modernization projects for school districts.

#### Select Experience

**Poway Unified School District**  
State Facility Program Modernization & New Construction Eligibility and Funding, Career Tech Funding, Site Approval

**San Marcos Unified School District**  
State Facility Program Modernization & New Construction Eligibility and Funding, Site Approval

**Palm Springs Unified School District**  
State Facility Program Modernization & New Construction Eligibility and Funding, Site Approval

**Santa Ana Unified School District**  
PSTKFDK program school site eligibility identification and round 1 submittal

#### Education

**Bachelor of Communications,**  
University of California, San Diego

#### Registration, Accreditations, Affiliations

Coalition of Adequate School Housing (CASH)

## Jesse Miller, AIA, LEED GREEN ASSOCIATE

Principal | Project Architect



As a principal in DLR Group's K-12 Education Studio, Jesse's knowledge of Next Generation teaching pedagogies, coupled with training and experience in the architectural profession, gives him a unique perspective and understanding of how the built environment can impact performance.

#### Select Experience

**Palos Verdes Peninsula Unified School District**  
Malaga Cove Marine Science Center

**Baumont Unified School District**  
High School Expansion  
Summerwind K-8 School

**Corona-Norco Unified School District**  
Washington Elementary School Modernization

**Riverside Unified School District, Riverside, CA**  
Alcott Elementary School Modernization  
Longfellow Elementary School Modernization

**El Monte Union High School District**  
South El Monte High School Modernization

#### Education

**Master of Architecture,**  
New School of Architecture & Design

**Bachelor of Architecture,**  
University of Wisconsin, Milwaukee

#### Registration, Accreditations, Affiliations

Architect: CA #C32306  
LEED Green Associate  
Associate DBIA  
Coalition of Adequate School Housing (CASH)  
American Institute of Architects  
Association for Learning Environments (A4LE)

### 3.3 Applicant Description and Qualifications

## Mark Stankard, AIA, LEED AP

Senior Associate | Project Manager



Mark brings years of professional experience in architectural design, technical production, project management, and construction administration on a variety of project types, including educational projects. His detail-oriented project management expertise combined with his excellent communication skills with clients and consultants alike equip him with the know-how to efficiently and thoroughly execute documentation and administration of all project phases.

#### Select Experience

**Los Angeles Unified School District**  
Burroughs Middle School

**Manhattan Beach Unified School District**  
Grand View ES Addition and Modernization  
Pennekamp ES Addition and Modernization  
Meadows ES Modernization  
Pacific ES Modernization

**El Monte Union High School District**  
Rosemead Adult School Building  
El Monte High School Modernization

#### Education

**Master of Arts in the History of Architecture,**  
Cornell University

**Bachelor of Architecture,**  
University of Notre Dame

#### Registration, Accreditations, Affiliations

Architect: CA #C29304  
LEED Accredited Professional  
American Institute of Architects  
US Green Building Council

## Shona O’Dea, LEED AP BD+C, CPHC, WELL AP

Principal | Energy Efficient Design Leader



Shona’s focus on efficiency and indoor environmental quality supports the firm’s pursuit of sustainable building design and operation. She uses building simulation to help designers quantify energy savings and understand the interactions of building design with the mechanical systems and with the environment. Shona relies on primary research that links cognitive function to indoor environmental quality to drive design decisions for her clients.

#### Select Experience

**Culver City Unified School District**  
Facilities Master Plan

**Riverside Community College District**  
Sustainability and Climate Action Plan

**El Camino Community College District**  
Music Building Replacement

**West Valley College Fine Arts**  
Music Replacement Building

#### Education

**Master of Science in Technology,**  
Purdue University

**Master of Science in Sustainability, Innovation and Technology**  
Dublin Institute of Technology

#### Registration, Accreditations, Affiliations

American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE)  
US Green Building Council Certified Passive House Consultant  
LEED and WELL Accredited Professional

### 3.3 Applicant Description and Qualifications

## David Sakaguchi, AIA, LEED AP

Principal | QA/QC Manager



David is a hands-on project architect utilizing his extensive experience on a number of diverse projects, including several high profile and complex renovation projects. Trained as a forensic architect, David has gained an extensive amount of experience from the analysis and detection of construction defects. His technical background and training, combined with an in-depth knowledge of building technology and code-compliance, affords David the ability to accurately assess, verify, and document existing building conditions for thorough building assessments.

#### Select Experience

**Los Angeles Unified School District**  
Maywood Center for Enriched Studies  
Edward R. Roybal Learning Center  
Wisdom Elementary School  
Jordan High School Redevelopment

**Compton Unified School District**  
New Compton High School

**Manhattan Beach Unified School District**  
Grand View Elementary School Modernization

**Ocean View School District**  
Vista View Middle School Modernization

#### Education

**Bachelor of Architecture,**  
University of Southern California

#### Registration, Accreditations, Affiliations

Architect: CA #C19700, AZ #48233, UT #132383-0301  
Certified Construction Specifier, Certified Construction Contract Administrator

## Jon Rasmussen, PE, LEED AP BD+C

Principal | Engineering Leader



Jon has over 17 years of mechanical/electrical consulting experience. His expertise is in internal operations, strategic planning, client interactions, scope coordination and project organization. Jon's strengths are interior power distribution, efficient constructibility, and contractor relationships.

#### Select Experience

**Covina Valley Unified School District**  
District-wide HVAC Replacement

**Hacienda La Puente Unified School District**  
La Puente High School Pool

**Hesperia Unified School District**  
Hesperia High School New MPR/PAC Building

**California Polytechnic University, Pomona**  
Campus Center Marketplace

#### Education

**Bachelor of Science, Electrical Engineering**  
University of Illinois

#### Registration, Accreditations, Affiliations

Engineer: CO, MT AZ  
Colorado Registration: 0038949  
LEED Accredited Professional  
International Interior Design Association  
U.S. Green Building Council

### 3.3 Applicant Description and Qualifications

## Danny Ahkiam, SE

Senior Associate | Structural Engineer



Danny has 15 years of experience in structural design of more than 150 new buildings, renovations and tenant improvements. Danny is responsible for the structural design, coordination, and construction supervision on a variety of projects with a focus on renovations and adaptive reuse with challenging architectural vision and complex structural constraints.

#### Select Experience

- Beaumont Unified School District**  
High School Expansion
- Beverly Hills Unified School District**  
Beverly Hills High School Retaining Wall
- Compton Unified School District**  
New Compton High School
- Hesperia Unified School District**  
District-Wide HVAC Replacement
- Los Angeles Unified School District**  
Maywood Center for Enriched Studies

#### Education

**Bachelor of Architectural Engineering,**  
California Polytechnic State University, San Luis Obispo

#### Registration, Accreditations, Affiliations

Structural Engineer: CA S6351  
Civil Engineer: CA 80540

## Yam Chapagain, PE, LEED AP

Senior Associate | Mechanical Engineer



Yam manages the team of mechanical and plumbing engineers. Involved in the design of unique and complex projects, Yam's project designs includes K-12 and higher education schools, hospitals, medical office buildings, office and mixed-use buildings, hospitality buildings, detention centers, etc.

#### Select Experience

- Compton Unified School District**  
New Compton High School
- Los Angeles Unified School District**  
Jordan High School Modernization  
Kenter Canyon Elementary School
- Manhattan Beach Unified School District**  
Meadow Elementary School Modernization  
Robinson Elementary School Modernization
- Ocean View School District**  
College View Elementary School Modernization

#### Education

**Master of Science, Mechanical Engineering,**  
California State University, Los Angeles

**Bachelor of Science, Mechanical Engineering**  
Tribhuvan University

#### Registration, Accreditations, Affiliations

Mechanical Engineer: CA #M35133  
LEED Accredited Professional  
US Green Building Council

### 3.3 Applicant Description and Qualifications

## Larry Hackleman, PE, LEED AP

Senior Associate | Electrical Engineer



Larry is a focused and diligent individual who is accustomed to responsibility. He is skilled in project management, engineering design, commissioning, and supervising personnel. Larry appreciates the science of engineering, the art of architecture, and the importance of integrating the two. He has a successful record of meeting deadlines and budgets, and following projects through to completion.

#### Select Experience

- Balsz Elementary School District**  
Tillman Middle School Rebuild
- Paradise Valley Unified School District**  
Desert Shadows Middle School Renovations
- Deer Valley Unified School District**  
Hillcrest Middle School Modernization  
Barry Goldwater High School Culinary Enhancement
- Madison Elementary School District**  
Madison Meadows Middle School, Phase 2 Rebuild
- Agua Fria Union High School District**  
Canyon View High School  
Desert Edge High School Field House
- Boulder Valley School District**  
Arapahoe Ridge High School

#### Education

**Bachelor of Science, Architectural Engineering,**  
Kansas State University

#### Registration, Accreditations, Affiliations

Engineer: AZ (41990), KS  
Institute of Electrical and Electronics Engineers  
LEED Accredited Professional

## Raymond Heintel, PE, RCDD, PSP, LEED AP

Principal | Safety & Security



Ray is an experienced engineering and technology design professional. He has worked in a wide variety of sectors including: higher education, cultural and performing arts, justice and civic, healthcare, laboratories, workplace, historical restoration, and central energy/heating plants.

#### Select Experience

- Sacramento City Unified School District**  
Equity Facility Master Plan
- University of California Davis**  
UC Davis CN Gorman Art Museum
- Saugus Unified School District**  
North Park Elementary School
- Manhattan Beach Unified School District**  
Robinson Elementary School  
Pennekamp Elementary School

#### Education

**Master of Business Administration Management,**  
John Carroll University

**Bachelor of Science, Electrical Engineering**  
University of Akron

#### Registration, Accreditations, Affiliations

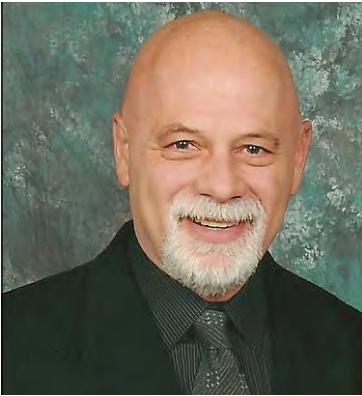
Professional Engineer: Ohio  
Member, BISCO /STEP Standard Committee Member,  
NCEES, Electrical Professional Engineer Examination  
Working Group



### 3.3 Applicant Description and Qualifications

## Richard Dieli, FCSI

DMH Foodservice Design | Principal-in-Charge of Design



Richard Dieli has over 40 years specialized experience in food facility design. This includes the preparation of food service feasibility and concept studies, design analysis, contract drawings, specifications, and cost estimates for a variety of projects. Prior to establishing DIELI MURAWKA HOWE (current iteration of DHDG), Richard Dieli spent 15 years in food service operations and management. His work included designing operations, job description manuals and training programs.

#### Select Experience

**Los Angeles Unified School District**  
Ascot Elementary School  
Lincoln High School  
Lincoln High School Interim Kitchen  
Polytechnic High School  
San Pedro Cafeteria/Culinary  
Sherman Oaks CTE

#### Private School, San Diego

High Tech High C.K.  
High Tech High Lunch Room

#### Private School, Chino

Boys Republic Culinary (Max Scott Culinary)

#### Education

**Master of Business Administration,**  
National University, San Diego

**Bachelor of Arts, Psychology,**  
CSU Northridge, Los Angeles

#### Registration, Accreditations, Affiliations

Associate Member, Foodservice Consultants Society  
International (FCSI)

#### Consultant Info

Richard Dieli  
rdieli@dmhfoodservicedesign.com  
PO Box 28197 San Diego, CA 92128  
619.285.1189

## Virgil Aoanan, PE, SE, QSD, ENV SP

VCA Engineers | Civil Engineer



Virgil Aoanan is intimately familiar with design issues related to: site development, site and facility condition assessments, public works improvements (B-Permits) storm wet utility design and capacity studies (sanitary sewer, potable and fire water), water management (LID, SWPPP, SUSMP), grading and earthwork calculations, site sustainable design (LEEDS, CHPS), site infrastructure design, roadway and streetscapes geometrics, onsite traffic/parking circulation and analysis, hydrology and hydraulics studies and design, ADA path of travel requirements.

#### Select Experience

**Los Angeles Unified School District**  
Jordan High School Modernization  
Revere Middle School ADA Barrier Improvements  
Olive Vista Middle School New Gymnasium and MPR  
Building

#### Long Beach Unified School District

Helen Keller Middle School ADA Barrier Site  
Improvements  
Stanford Middle School ADA Barrier Site  
Improvements  
Millikan High School New Artificial Turf Playfield

#### Education

**Bachelor of Science, Civil Engineering,**  
University of Hawaii

#### Registration, Accreditations, Affiliations

Civil Engineer: CA #36079  
CASQA Qualified SWPPP Developer and Practitioner  
Envision Sustainability Professional

#### Consultant Info

Virgil Aoanan  
vca@vcaeng.com  
1041 S. Garfield Ave. Ste. # 210, Alhambra, CA 91801  
323.729.6098

### 3.3 Applicant Description and Qualifications

## Jane Cataldo, RLA, ENV SP, LEED AP

Lynn Capouya | Landscape Architect



As a Senior Project Manager, Jane has over four decades of experience in a variety of project types including streetscapes; parks; plaza design (both on-grade and on-structure); professional offices; shopping centers; industrial complexes; schools and public institutions; sports field and turf renovation. Jane has extensive experience working with the California environment and drought tolerant plant species. She is a LEED Accredited Professional and applies her knowledge of sustainability practices where possible.

#### Select Experience

##### Long Beach City College

Liberal Arts and Pacific Coast Campuses

##### Norwalk-La Mirada Unified School District

Benton Middle School Complete Site Restoration  
Corvallis Middle School Complete Site Renovation

##### Long Beach Unified School District

Milikan High School Running Track & Sports Field Renovation

##### Escondido Union School District

Mission Union Middle School Site Restoration

##### Anaheim Unified School District

Roosevelt Elementary School Site Restoration

#### Education

Bachelor of Science, Landscape Architecture,  
Cornell University

#### Registration, Accreditations, Affiliations

Landscape Architect: CA #2512  
LEED Accredited Professional  
Envision Sustainability Professional

#### Consultant Info

Jane Cataldo  
jane@lcapouya.com  
17992 Mitchell South #110, Irvine CA 92614  
949.756.0150



SECTION

3.4



*West Mec Aviation*  
Western Maricopa Education Center

**Proposed Fee Schedule**



### 3.4 Proposed Fee and Schedule ┐

#### We will WORK with YOU!

The RFP requests a lump sum, not-to-exceed, Fee for this project, inclusive of all sub-consultants with a breakout estimate of reimbursable costs. The initially construction budget listed in the RFP states a range of \$25-\$30 million and the final budget shall be determined based upon final CSFP award.

#### Basic Services:

For this project, we propose a fixed fee, for standard design and engineering disciplines (Architecture, Interior Architecture, Structural Engineering, Mechanical Engineering, Plumbing Engineering, Electrical Engineering, Civil Engineering, Landscape Architecture and Cost Estimating), using a standard OPSC sliding scale percentage of construction cost for new construction based upon an initial construction budget of \$30 Million.

#### Fixed-Fee Based on Scope of Project or Sliding Scale:

Construction Budget	New Construction	Modernization
First \$500,000	9%	12%
Next \$500,000	8.5%	11.5%
Next \$1,000,000	8%	11%
Next \$4,000,000	7%	10%
Next \$4,000,000	6%	9%
Greater than \$10,000,000	5%	8%

The sliding scale fee is calculated to be **\$1,687,500**.

#### Additional Services:

Additionally, this project requires design and engineering services for Fire Protection and Food Service Design that are not customarily a part of an OPSC Sliding Scale fee arrangement. Fixed Fee's for these disciplines shall be **\$33,000** and **\$25,000**, respectively.

#### Reimbursable Expenses:

Reimbursable expenses, including costs related to printing, plotting (including 3D plotting) and delivery charges in the interest of the project are in addition to compensation for Basic and Additional Services. These expenses shall be billed by the Architect to the Owner at one and one tenth (1.10) times the expense incurred by the Architect and Architect's Consultants. We estimate reimbursable expenses to be approximately 1.0%- 1.5% of the overall Architectural-Engineering Fee. The proposed reimbursable fee for this project shall be **\$20,000**.

#### Total Compensation:

DLR Group shall provide design and engineering services for this project as a lump sum, fixed fee, based on OPSC New Construction Sliding Scale in the amount of **One Million Seven Hundred Sixty-Five Thousand Five Hundred Dollars (\$1,765,500)**.

#### Additional Services:

If additional services are required beyond the original Scope of Work, DLR Group will perform these services based on an hourly basis, as per DLR Group's Standard Hourly Billing Rates.

### 3.4 Proposed Fee and Schedule <sup>7</sup>

#### Hybrid Fixed Fee / Percentage Approach

If you are uncertain of what your final construction budget shall be, we are perfectly comfortable utilizing a hybrid fixed fee approach based upon starting the project by establishing an initial OPSC percentage of construction fee based upon the client's initial budget, and then transitioning the fee to a fixed fee at the end of the Design Development phase when the project scope of work and the funding for the project may be more clearly defined.

#### Alternative Pricing

DLR Group is your partner and as such we desire to work with you to establish fair fees for your project. In addition, in establishing fair fee's, we always look at ways to reduce our fees below the established scale maximums and offer discounts that a series of possibilities, including:

01. Please re-use/ site adapts of previously designed buildings
02. Repeated design components
03. Reduced scope of services
04. Type of design services
05. Modular/Portable Construction

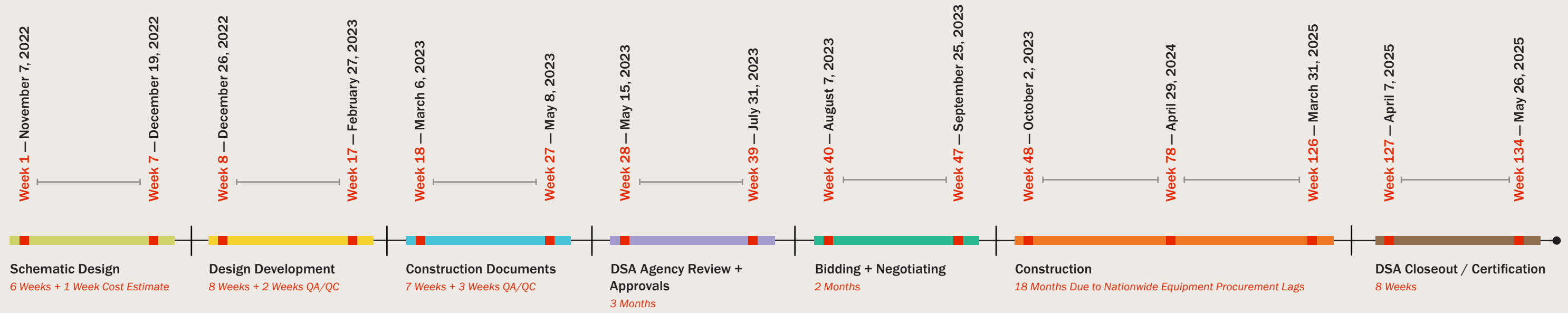


WESTLAKE  
CHARTER SCHOOL

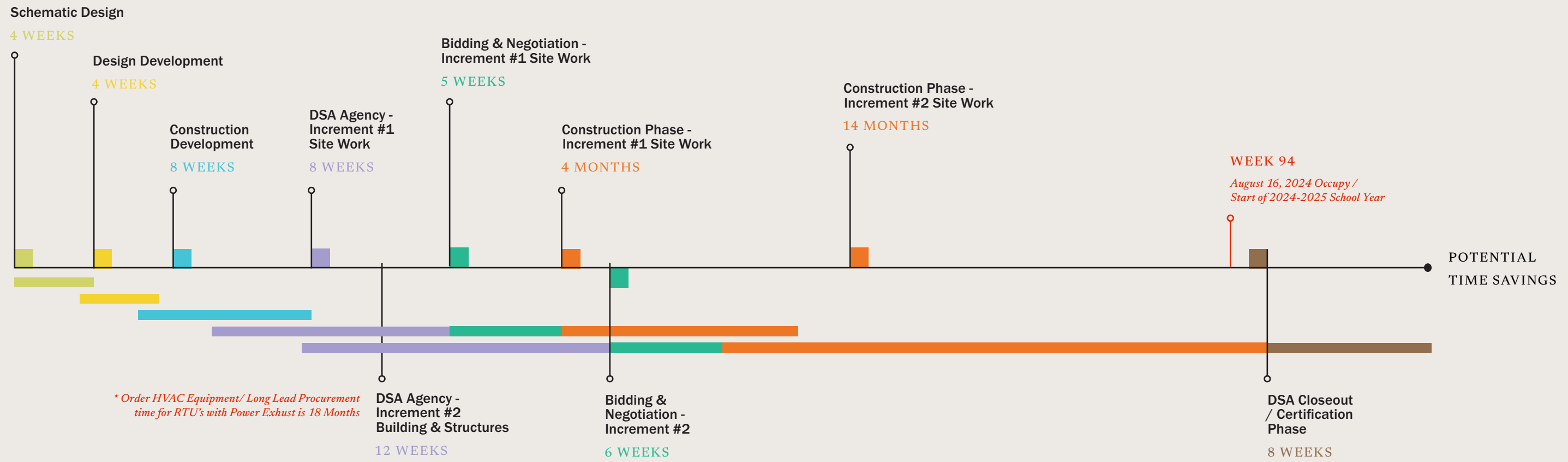
Westlake Charter School  
1000 Westlake Blvd  
Westlake, CA 91391  
Phone: (818) 351-1234  
Website: www.westlakecharter.org

Westlake Charter School  
1000 Westlake Blvd  
Westlake, CA 91391  
Phone: (818) 351-1234  
Website: www.westlakecharter.org

### Traditional Schedule — GC/CM Track



### Proposed Site Adapt / Lease-Lease Back Delivery Approach



## Scheduling Approach

In order to help you achieve your goal of having the school open for school calendar year 2024/2025 - we will need to discuss alternative design and delivery methods. Traditionally, we would anticipate that a new ground up school of this size would take approximately 12 months to construction. However, given nation wide equipment procurement challenges at this time, our construction partners conservatively would recommend an 18 month schedule. As you can see from above a traditional GC/CM track schedule would put the end of construction well into 2025, which is why we would recommend that you consider an alternate design and delivery approach. From a design perspective (assuming you want a brand new ground up school and not a portable village), we would recommend considering a site adapt approach. DLR Group has many award winning DSA approved campus designs that we could quickly adapt to your site that would significantly reduce time in the SD, DD, and CD phases. This would also allow us to quickly submit two incremental packages to the Division of State Architect, the first package being the site design package and the latter being the building and site structures package. The goal would be able to start construction as quickly as possible. The driver to the schedule primarily is associated with HVAC in our professional opinion, given that any standard RTU's are taking a minimum of 12 months for procurement and larger units serving gyms that would have power exhaust are taking a minimum of 18 months for procurement (standard times being currently quoted by both Carrier and Trane). Lastly, we would advise Magnolia Public Schools to consider a lease-lease-back delivery method approach, in lieu of a traditional general contractor, CM-Advisor approach which will not work to achieve your desired timeline.





SECTION  
3.5



*Maywood Center for Enriched Studies*  
Los Angeles Unified School District

References



### 3.5 References ┐

#### SCHOOL REFERENCES

DLR Group has worked with over 100 public, private and charter schools throughout Southern California maintaining successful relationships that stretch 5, 10, 15+ years. Below are just three references; however, we have a full list of many if additional are required.

##### **El Monte Union High School District**

Norma Macias, Facilities Director  
norma.macias@emuhsd.org  
626.444.9005 x. 986  
3537 Johnson Avenue  
El Monte, CA 91731

##### **El Monte UHSD // South El Monte HS Modernization**

South El Monte High School is embarking on a modernization of the campus to better support what students and teachers need in a 21st century learning environment. This modernization will create spaces that promote college and career readiness for all students, prioritizing flexibility to ensure work and learning spaces can be tailored to maximize the capabilities of both teachers and students.

Start: 06/2020 | Finish: In Progress  
Original Cost: \$22,500,000 | Final Cost: Under Construction

##### **Natomas Unified School District**

Paul Anderson, Director of Planning + Construction  
panderson@natomas.k12.ca.us  
916.567.5468  
2680 Mabry Drive  
Sacramento, CA 95835

##### **Natomas USD // Westlake Charter School K-8 Campus**

After successfully completing the facilities master plan for Natomas USD, DLR Group was retained by the District to design a new campus to house 1096 students in Kindergarten to eighth grade. Westlake Charter School operated from two separate campuses, consisting entirely of portable classroom buildings. DLR Group's design provides a permanent school to combine all K-8 students to one location. With a curriculum focusing on diversity, foreign language and academic excellence, the new learning environment provides the backbone for the growth of these future leaders.

Start: 06/2015 | Finish: 07/2017  
Original Cost: \$25,200,000 | Final Cost: \$30,300,000

##### **Urban Discovery Schools**

MaeLin Levine, Board President  
mlevine@urbansd.com  
619.233.9633 x. 1  
840 14th Street  
San Diego, CA 92101

##### **San Diego USD // Urban Discovery High School**

Located in the East Village area of Downtown San Diego, this new charter high school is designed to meet the growing demand for resources to engage students in design thinking and to become creative innovators, while providing a shared center for higher education, corporations, and government agencies to interact and address complex problems associated with urban settings. Urban Discovery High School will become a home for a unique mix of patrons, spanning from students to lawmakers. As this space supports design thinking, it will become a hub for creative problem-solving that focuses on the needs of community stakeholders through contextual empathy building and evidence-based research.

Start: 01/2020 | Finish: Project is currently on hold  
Original Cost/Final Cost: Project is in schematic design.



### 3.5 References

#### GENERAL CONTRACTOR OR CM REFERENCES

DLR Group has had many successful projects over the last 10 years with each of the references below. The Project example listed is just one successful delivery example of our partner teams.

##### **Balfour Beatty**

Gil Fullen, Senior Vice President  
gfullen@balfourbeattyus.com  
949.357.2180  
1501 Quail Street, Suite 130  
Newport Beach, CA 92660

##### **Corona-Norco USD // Washington Elementary School**

The full scope of the project includes a new classroom building at the forefront of the campus along with modernized administration and teacher’s lounge spaces totaling 7,700 total square feet. The classroom building sits adjacent to the existing administration space and accommodates four new kindergarten classrooms fronting on a brand-new playground space. The community facing side of the building establishes an edge that reinforces the existing drop off and incorporates landscaping at the campus entry. The new administration space sees the creative reallocation of space to incorporate two new principal offices and a conference room while having to avoid demolishing certain load-bearing walls in the existing building. Additionally, the teacher’s lounge space creates a café style space allowing faculty members a space for comfort and relaxation away from their classrooms. Altogether the design insertions at this campus bring life to an already rich campus and in doing so improve the learning environments and community face.

Start: 08/2021 | Finish: 07/2022

##### **Erickson Hall Construction Company**

Scott Hammond, VP Business Development /  
Governmental Affairs  
shammond@ericksonhall.com  
951.300.8353  
11810 Pierce Street Unit 150  
Riverside, CA 92505

##### **Santa Monica-Malibu USD // Lincoln Middle School**

DLR Group’s renovation of Lincoln Middle School’s former 1920s library modernizes the facility with new classrooms and science labs equipped to reflect the current District technology standards. The renovation was followed by the design and construction of a new library and classroom building addition. The new two-story wing replaces an existing classroom building and provides students with state-of-the-art learning spaces. In response to the tight site and the existing buildings, the wedge-shaped design bends along the western edge of the campus. Dynamic bent metal canopies announce the courtyard and street side entrances. Strong horizontal lines of metal siding in contrast with the smooth plaster finish at the base and break down the volume. Extensive landscaping and outdoor classroom with tiered seating enhance the campus grounds.

Start: 07/2013 | Finish: 12/2014



SECTION  
3.6



*Desert Learning Academy*  
Palm Springs Unified School District

**Insurance**





## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/1/2022      9/29/2021

**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).**

<b>PRODUCER</b> Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	<b>CONTACT NAME:</b> <b>PHONE (A/C, No. Ext):</b> <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b>  <table style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> <tr> <td>INSURER A : Zurich American Insurance Company</td> <td style="text-align: center;">16535</td> </tr> <tr> <td>INSURER B : Endurance American Insurance Company</td> <td style="text-align: center;">10641</td> </tr> <tr> <td>INSURER C : Continental Casualty Company</td> <td style="text-align: center;">20443</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Zurich American Insurance Company	16535	INSURER B : Endurance American Insurance Company	10641	INSURER C : Continental Casualty Company	20443	INSURER D :		INSURER E :		INSURER F :	
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INSURER C : Continental Casualty Company	20443														
INSURER D :															
INSURER E :															
INSURER F :															
<b>INSURED</b> 1412072 DLR Group inc., a California corp. 700 South Flower Street, 22nd Floor Los Angeles CA 90017															

**COVERAGES      CERTIFICATE NUMBER: 16251875      REVISION NUMBER: XXXXXXXX**

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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	N	N	GLO1883909	10/1/2021	10/1/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/>	N	N	BAP1883913	10/1/2021	10/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$
B	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$	N	N	EXC30001280502	10/1/2021	10/1/2022	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000 \$ XXXXXXXX
A A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC1883912 EXCEPT FOR OH ND WA WY	10/1/2021	10/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C C	<b>PROFESSIONAL LIABILITY</b>	N	N	AEH591933838 RETRO DATE 6/1/86	10/1/2021	10/1/2022	\$3,000,000 PER CLAIM AND \$3,000,000 AGGREGATE CLAIMS MADE

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 THE FOLLOWING PROJECT INFORMATION IS REFERENCED FOR CONVENIENCE ONLY: RE: FOR INFORMATIONAL PURPOSES.

<b>CERTIFICATE HOLDER</b> 16251875 EVIDENCE OF COVERAGE	<b>CANCELLATION</b> 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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SECTION  
3.7



*Beverly Hills High School*  
Beverly Hills Unified School District

**Contract**



### 3.7 Contract ┐

DLR Group does not have any exceptions, comments, or changes to Magnolia Public School's agreement form.



ELEVATE *the*  
HUMAN EXPERIENCE  
THROUGH DESIGN



[DLRGROUP.COM](https://www.dlrgroup.com) >