

Professional Services Agreement

Between

County of San Mateo

and

Studio Gang Architects, Ltd.

December 27, 2017



**AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND
STUDIO GANG ARCHITECTS, LTD. at 1520 West Division Street, Chicago, IL 60642**

This Professional Services Agreement (the “**Agreement**”) is dated December 27, 2017 and is by and between the County of San Mateo, a political subdivision of the State of California (“**Owner**”) and Studio Gang Architects, Ltd. (“**Architect**”).

Recitals

WHEREAS, Owner wishes to retain Architect to provide architectural, engineering and related services for its new County office building project;

WHEREAS, Architect was selected by means of Owner’s consultant selection process, and represents that it is qualified to provide the services required by Owner as set forth in this Agreement;

WHEREAS, Owner’s rules and regulations authorize Owner to enter into agreements for professional services; and

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, stipulated and agreed, the parties agree as follows:

AGREEMENT

1. Definitions

- 1.1 Where any word or phrase defined below, or a pronoun used in place thereof, is used in any part of this Agreement, it shall have the meaning herein set forth.

“Agreement”	This Agreement together with all attachments and appendices and other documents incorporated herein by reference, including, but not limited to, <u>Appendix A</u> (Services to be Provided by Architect), <u>Appendix B</u> (Payments to Architect), <u>Appendix C</u> (Milestone Schedule), <u>Appendix D</u> (Deliverables) and <u>Appendix E</u> (Insurance) attached hereto
“Architect”	Studio Gang Architects, Ltd. 1520 West Division Street Chicago, IL 60642 Tel: (773) 384-1212
“Owner”	County of San Mateo
“Project”	The project described in <u>Appendix A</u> , Services to be Provided by Architect.
“Services”	All work, labor, materials and services required under the terms and conditions of this Agreement, provided pursuant to the terms and conditions of this Agreement, including architectural, engineering, specialty design services as listed in the Fee Matrix in Exhibit 1 to Appendix B, Building Information Modeling, coordination and administrative services in accordance with the Scope of Services in Appendix A.
“Standard of Care”	The standard of professional skill and care ordinarily observed by a professional practicing in the same or similar locality under the same or similar conditions and circumstances.

"Sub-consultants"	Architect's consultants, Sub-consultants, contractors and sub-contractors, of any tier.
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2. Term of Agreement

- 2.1 All work comprising the Services shall be performed, and shall be deemed performed, under this Agreement. This Agreement shall conclude upon the completion of the Project.

3. Services Architect Agrees to Perform

- 3.1 Architect shall perform all Services described in Appendix A, Services to be Provided by Architect, attached hereto and incorporated by reference as though fully set forth herein.
- 3.2 Architect shall complete all Services required by this Agreement within the times specified in the Milestone Schedule in Appendix C. Architect agrees that the Milestone Schedule includes reasonable allowances for completion of the Services, including all time required for Owner's review and approval of deliverables and for approval of the deliverables by all authorities having jurisdiction over the Project and Services. Architect shall achieve its scheduled Milestones (as shown on the Milestone Schedule) unless an Excusable Event causes delay ("**Excusable Delay**"), and unless Architect gives written notice of the Excusable Event and requests a time extension within twenty-one (21) calendar days of the occurrence of the Excusable Event. ("**Excusable Events**" shall be limited to acts of neglect by Owner or Owner's agents, contractors or consultants when acting at Owner's direction, breaches of this Agreement by Owner, Acts of God such as fire, flood, earthquake, or epidemic, or delay by a construction contractor during the construction phase of the Project, or any other circumstances beyond Architect's reasonable control.) If the period of Excusable Delay caused by an Excusable Event concurs with an Architect caused or other non-excusable delay, Owner may (but shall not be required to) grant a time extension without compensation.
- 3.3 Architect may recover extra costs resulting from Excusable Delay upon showing that the costs claimed (i) resulted from time and/or expenses actually incurred in performing Services, (ii) were incurred by Architect as a direct result of the delay and not otherwise within Architect's scope of Services, and (iii) are documented to Owner's satisfaction.
- 3.4 Should the progress of the Services under this Agreement at any time fall behind schedule for any reason other than Excusable Delays, Architect shall apply such additional manpower and resources as necessary without Additional Services Compensation to bring progress of the Services under this Agreement back on schedule and consistent with the Standard of Care required by this Agreement. Time is of the essence in the performance of this Agreement.

4. Compensation

- 4.1 Owner shall pay Architect compensation according to the Compensation Schedule established in Appendix B, "Payments to Architect." Owner shall pay Architect in monthly payments on or before the last day of each month for Services in an amount which the Owner, in its sole discretion, concludes is the value of the Services which have been properly performed as of the last day of the immediately preceding month and is invoiced and due under Appendix B.
- 4.2 Owner shall not incur any charges under this Agreement, nor shall any payments become due to Architect for any payment period on the Project, until Owner receives all deliverables required under Appendix D, "Deliverables", for the payment period (if any) and reasonably accepts such deliverables as meeting the requirements of this Agreement. In cases where Architect has partially completed one or more deliverables due during a payment period, and if Architect demonstrates diligent progress thereon, then Owner will make a partial progress payment based upon Architect's percentage completion of the partially completed deliverables

and diligent progress but taking into account any adverse impacts upon Owner. Except where Owner issues to Architect a Letter of Intent to Award Agreement directing Architect to immediately proceed with services set forth in the Letter of Intent to Award Agreement, Owner shall not be liable for, and Architect shall not be entitled to, any payment for Services performed before this Agreement's execution or the issuance of the Letter of Intent to Award Agreement.

- 4.3 Where Owner questions the amount invoiced by Architect on the grounds that the Services were not performed consistent with the Standard of Care or that the Architect has failed to provide sufficient documentation verifying the questioned amount(s), Owner may withhold payment. However, Owner will not withhold entire payment if a questioned amount is involved, but will issue payment in the amount of the total invoice less any questioned amount(s). Owner will make payment for questioned amounts(s) upon Owner's receipt of any requested documentation verifying the claimed amount(s) and Owner's determination that the amount is due under the terms of this Agreement. Owner shall advise Architect, in writing, within thirty (30) calendar days of receipt of the requested documentation. Final payment will be made when all Services required under this Agreement have been completed to the reasonable satisfaction of Owner including, without limitation, Architect's transmittal of all deliverables to Owner required by Appendix A, Services to be Provided by Architect.
- 4.4 Invoices furnished by Architect under this Agreement must be in a form acceptable to Owner. All amounts paid by Owner to Architect shall be subject to audit by Owner. Payment shall be made by Owner to Architect at the address stated in Paragraph 6.1 below.
- 4.5 Owner may set off against payments due Architect under this Agreement any sums that Owner determines that Architect owes to Owner because of Architect's performance inconsistent with the Standard of Care, breaches of this Agreement, delays or other acts inconsistent with the Standard of Care that caused Owner monetary damages. Prior to exercising such right, Owner must demand and attend mediation pursuant to Paragraph 22.2 below of this Agreement, to be attended by Owner, Architect, and any applicable insurance carriers; such mediation to occur within 30 days of demand. If the parties cannot agree upon the time, place, and mediator, within one week of the Owner's demand, then the San Mateo County Superior Court may upon application by any party make such selection for the parties. If a party other than Owner refuses to mediate under this Paragraph 4.5, then Owner shall have satisfied its obligations under this Paragraph.

5. Maximum Costs

- 5.1 Owner's obligation hereunder shall not at any time exceed the amount approved by Owner's Board of Supervisors and approved by Owner's Representative or designee for payment to the Architect pursuant to the terms of this Agreement.
- 5.2 Except as may be provided by applicable law governing emergency conditions, and except as may have been specifically authorized by the Board of Supervisors in authorizing entry into this Agreement, Owner has not authorized its Supervisors, employees, officers and agents to request Architect to perform Services or to provide materials, equipment and supplies that would result in Architect performing Services or providing materials, equipment and supplies that exceed the scope of the Services, materials, equipment and supplies agreed upon in the Agreement unless the Owner amends the Agreement in writing and approves the amendment as required by law to authorize the additional Services, materials, equipment or supplies.
- 5.3 Except as otherwise specifically authorized by Paragraph 5.2, Owner shall not reimburse Architect for Services, materials, equipment or supplies provided by Architect beyond the scope of the Services, materials, equipment and supplies agreed upon in the Agreement and unless

approved by a written amendment to the Agreement having been executed and approved in the same manner as this Agreement.

6. Qualified Personnel

- 6.1 For purposes of this Agreement, except for notices specified under Paragraph 17 below, Owner and Architect shall direct all communications to each other as follows:

Owner

Deborah Bazan, Director
Project Development Unit
1402 Maple Street
Redwood City, CA 94063

Architect

Jeanne Gang, Principal-in-Charge
Studio Gang
1520 Division Street
Chicago, IL 60642

- 6.2 Services under this Agreement shall be performed only by qualified, competent personnel under the supervision of and/or in the employment of Architect. Architect shall conform with Owner's reasonable requests regarding assignment of personnel, but all personnel, including those assigned at Owner's request, and shall be supervised by Architect.
- 6.3 Architect agrees that all senior professional personnel assigned to the Project will be those listed in its proposal, Exhibit 1 to Appendix A, attached hereto and by this reference incorporated herein, and that the listed personnel will continue their assignments on the Project during the entire term of this Agreement. It is recognized that the listed personnel may in the future cease to be employed by Architect and because of the termination of such employment no longer able to provide Services. However, Architect agrees that replacement of any of the listed personnel during the Agreement period shall only be with other professional personnel who have equivalent experience and shall require the prior written approval of Owner. Any costs associated with replacement of personnel shall be borne exclusively by Architect. Resumes for all listed senior professional personnel are attached via Exhibit 1 to Appendix A and by this reference incorporated herein.
- 6.4 Architect agrees that should the above personnel not continue their assignments on the Project during the entire term of this Agreement, then Architect shall not charge Owner for the cost of training or "bringing up to speed" replacement personnel. Owner may condition its reasonable approval of substitution personnel upon a reasonable transition period wherein new personnel will learn the Project and get up to speed at Architect's cost.

7. Representations

- 7.1 Architect represents that it has reviewed Appendix A, Services to be Provided by Architect, and that in its professional judgment the Services to be performed under this Agreement can be performed for a fee within the maximum amount set forth in the Compensation Schedule established in Appendix B, Payments to Architect, and within the times specified in the Milestone Schedule.
- 7.2 Architect represents that it is qualified to perform the Services and that it possesses, and will continue to possess at its sole cost and expense, the necessary licenses and/or permits required to perform the Services or will obtain such licenses and/or permits prior to time such licenses and/or permits are required. Architect also represents that it has knowledge of, and will provide Services consistent with the Standard of Care in order to comply with applicable building codes, laws, regulations, and ordinances. Acting within the Standard of Care, Architect shall provide a design that complies with applicable laws, ordinances, regulations, and codes.
- 7.3 Architect represents that it and its Sub-consultants have specialized expertise in designing and observing construction of facilities similar to those intended for the Project. Sub-consultants'

Statements of Qualification, will be incorporated into this Agreement as an Exhibit 2 to Appendix A. Architect agrees that the Services shall be performed in a manner that conforms to the Standard of Care. The Architect shall perform its services as expeditiously as is consistent with such professional skill and care and the orderly progress of the Project. The Architect makes no other representations or warranties, whether expressed or implied, with respect to the care which will be used in rendering the Services hereunder. Architect agrees that for a period of one (1) year after the completion of the Services or at the final acceptance of the construction resulting from the Services, whichever is later, it will re-perform or replace any part or all of the Services deemed by Owner to be defective and/or not meeting the above standard.

- 7.4 The granting of any progress payment by Owner, or the receipt thereof by Architect, or any inspection, review, approval or oral statement by any representative of Owner or any other governmental entity, shall in no way waive or limit the obligations in this Paragraph 7 or lessen the liability of Architect for unsatisfactory Services, including but not limited to cases where the defective or below standard Services may not have been apparent or detected at the time of such payment, inspection, review or approval.

8. Indemnification and General Liability

- 8.1 To the fullest extent permitted by law, but only to the proportionate extent of Architect's negligence, recklessness, or gross negligence, Architect shall indemnify and hold harmless Owner and its members of the Board of Supervisors, officers, departments, officials, identified agents, and employees (collectively "**Indemnitees**") from and against any loss, cost, damage, injury (including, without limitation, economic harm, injury to or death of an employee of Architect or its Sub-consultants), expense and liability to the extent caused by the negligence, recklessness, or gross negligence of Architect, any Sub-consultant, anyone employed by them, or anyone for whom Architect is legally liable (collectively "**Liabilities**"). In no event shall the indemnification obligation extend beyond the date when the institution of legal or equitable proceedings for professional negligence would be barred by any applicable statute of repose or statute of limitations. The parties expressly agree that this indemnity provision does not include a duty to defend claims, causes of action, demands, or lawsuits in connection with or arising out of this Project or the Services rendered by Architect.
- 8.2 Architect shall indemnify and hold harmless the Indemnitees from loss, cost, damage, expense, liability, in law or in equity, including reasonable attorneys' fees, court costs, litigation expenses and fees of expert consultants or expert witnesses, that may at any time arise for any infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark or any other proprietary right of any person or persons in consequence of the use by Owner, or any of the other Indemnitees, of articles or Services to be supplied in the performance of this Agreement.
- 8.3 Unless otherwise authorized by Owner, Architect shall place in its sub-consulting agreements and cause its Sub-consultants to agree to indemnities and insurance obligations (except insurance limits) in favor of Owner and other Indemnitees in the exact form and substance of those contained in this Agreement.
- 8.4 Owner acknowledges that the discovery, presence, handling or removal of asbestos products, polychlorinated biphenyl (PCB) or other hazardous substances which may presently exist at the Project site is outside of Architect's responsibilities and expertise and is not included in the Scope of Services Architect is to perform nor included in Architect's insurance. Owner shall hire an expert consultant in this field if the Project involves such materials. Architect shall not be responsible or be involved in any way with the discovery, presence, handling, or removal of

such materials. Architect shall be responsible to coordinate with Owner's expert consultant as required by Article 2.2.13 below 2.3 of Appendix A, Services to be Provided by Architect.

9. Liability of Owner

- 9.1 Except as provided in Appendix A, Services to be Provided by Architect and Appendix E, Insurance, Owner's obligations under this Agreement shall be limited to the payment of the compensation provided for in Paragraphs 3, 4 and 5 of this Agreement.
- 9.2 Notwithstanding any other provision of this Agreement, in no event shall Owner or Architect be liable to the other, regardless of whether any claim is based on contract, tort or otherwise, for any special, consequential, indirect or incidental damages, lost profits or revenue, arising out of or in connection with this Agreement, the Services, or the Project. This mutual waiver includes, but is not limited to, damages related to loss of use, loss of profits, loss of income, loss of reputation, unrealized savings or diminution of property value and shall apply to any cause of action including negligence, strict liability, breach of contract, and breach of warranty.
- 9.3 Owner shall not be responsible for any damage to persons or property as a result of the use, misuse, or failure of any equipment used by Architect, or by any of its employees, even though such equipment be furnished, rented, or loaned to Architect by Owner. The acceptance or use of such equipment by Architect or any of its employees shall be construed to mean that Architect accepts full responsibility for and shall exonerate, indemnify, defend and save harmless Owner from and against any and all claims for any damage or injury of any type, including attorneys' fees, arising from the use, misuse or failure of such equipment, whether such damage be to the Architect, its employees, Owner employees or third parties, or to property belonging to any of the above.
- 9.4 Nothing in this Agreement shall constitute a waiver or limitation of any right or remedy, whether in equity or at law, which Owner or Architect may have under this Agreement or any applicable law. All rights and remedies of Owner or Architect, whether under this Agreement or other applicable law, shall be cumulative.

10. Independent Contractor; Payment of Taxes and Other Expenses

- 10.1 Architect shall be deemed at all times to be an independent contractor and shall be wholly responsible for the manner in which Architect performs the Services required of Architect by the terms of this Agreement. Architect shall be fully liable for the acts and omissions of it its Sub-consultants, its employees, and identified agents.
- 10.2 Nothing contained herein shall be construed as creating an employment, agency, or joint venture relationship between Owner and Architect. Architect acknowledges that neither it nor any of its employees or identified agents shall, for any purpose whatsoever, be deemed to be Owner employees, and shall not be entitled to receive any benefits conferred on Owner employees, including without limitation workers' compensation, pension, health, insurance or other benefits.
- 10.3 Architect shall be solely responsible for payment of any required taxes, including California sales and use taxes, city business taxes and United States income tax withholding and Social Security taxes, levied upon this Agreement, the transaction, or the Services delivered pursuant hereto.
- 10.4 Architect shall make its designated representative available as much as reasonably possible to Owner staff during the Owner's normal working hours or as otherwise requested by Owner. Terms in this Agreement referring to direction from Owner shall be construed as providing for

direction as to policy and the result of Architect's Services only and not as to the means by which such a result is obtained.

11. Insurance

- 11.1 Prior to execution of this Agreement, Architect shall furnish to Owner Certificates of Insurance showing satisfactory proof that it maintains the insurance required by this Contract as set forth in Appendix E, Insurance, which is attached and made a part of this Agreement. Architect shall maintain all required insurance throughout the term of this Agreement and as otherwise provided in Appendix E. In the event Architect fails to maintain any required insurance, and notwithstanding Paragraph 4.5 above, Owner may (but is not obligated to) purchase such insurance and deduct or retain premium amounts from any sums due Architect under this Agreement (or Architect shall promptly reimburse Owner for such expense).

12. Suspension of Services

- 12.1 Owner may, without cause, order Architect to suspend, delay, or interrupt Services pursuant to this Agreement, in whole or in part, for such periods of time as Owner may determine in its sole discretion. Owner shall deliver to Architect written notice of the extent of the suspension at least fifteen (15) calendar days before the commencement thereof. Suspension shall be treated as an Excusable Delay.
- 12.2 Notwithstanding anything to the contrary contained in this Paragraph 12, no compensation shall be made to the extent that performance is, was, or would have been so suspended, delayed, or interrupted by a cause for which Architect is responsible.

13. Termination of Agreement for Cause

- 13.1 Subject to the Standard of Care, if at any time Owner believes Architect may not be performing its obligations under this Agreement, that Architect may fail to complete the Services as required by this Agreement, or has provided written notice of observed deficiencies in Architect's performance, Owner may request from Architect prompt written assurances of performance and a written plan acceptable to Owner to correct the observed deficiencies in Architect's performance ("**Cure Plan**"). The Cure Plan must include, as applicable, evidence of necessary resources, correction plans, Sub-consultant commitments, schedules and recovery schedules, and affirmative commitments to correct the asserted deficiencies, must meet all applicable requirements, and show a realistic and achievable plan to cure the breach. Architect shall provide such written assurances and Cure Plan within ten (10) calendar days of the date of notice of written request. Architect acknowledges and agrees that any failure to provide written assurances and Cure Plan to correct observed deficiencies, in the required time, is a material breach under this Agreement.
- 13.2 Architect shall be in default of this Agreement and Owner may, in addition to any other legal or equitable remedies available to Owner, terminate Architect's right to proceed under the Agreement, in whole or in part, for cause:
- a. Should Architect make an assignment for the benefit of creditors, admit in writing its inability to pay its debts as they become due, file a voluntary petition in bankruptcy, be adjudged a bankrupt or insolvent, file a petition or answer seeking for itself any reorganization, arrangement, composition, readjustment, liquidation, dissolution, or similar relief under any present or future statute, law, or regulation, file any answer admitting or not contesting the material allegations of a petition filed against Architect in any such proceeding, or seek, consent to, or acquiesce in, the appointment of any trustee, receiver, custodian or liquidator of Architect or of all or any substantial part of

the properties of Architect, or if Architect, its directors or shareholders, take action to dissolve or liquidate Architect; or

- b. Should Architect commit a material breach of this Agreement and not cure such breach within ten (10) calendar days of the date of notice from Owner to Architect demanding such cure; or, if such failure is curable but not curable within such ten (10) day period, within such period of time as is reasonably necessary to accomplish such cure. (In order for Architect to avail itself of this time period in excess of ten (10) calendar days, Architect must provide Owner within the ten (10) calendar day period a written Cure Plan acceptable to Owner to cure said breach, Owner must approve of such plan, and then Architect must diligently commence and continue such cure according to the written Cure Plan.); or
- c. Should Architect violate or allow a violation of any valid law, statute, regulation, rule, ordinance, permit, license or order of any governmental agency in effect at the time of performance of the Services and applicable to the Project or Services and does not cure such violation within ten (10) calendar days of the date of the notice from Owner to Architect demanding such cure; or, if such failure is curable but not curable within such ten (10) calendar day period, within such period of time as is reasonably necessary to accomplish such cure. (In order for Architect to avail itself of this time period in excess of ten (10) calendar days, Architect must provide Owner within the ten (10) calendar day period a written Cure Plan acceptable to Owner, and then Architect must diligently commence and continue performance of such cure according to the written Cure Plan.)

13.3 In the event of termination by Owner as provided herein for cause:

- a. Owner shall compensate Architect for the value of the Services delivered to Owner upon termination as determined in accordance with the Agreement, subject to all rights of offset and back charges, but Owner shall not compensate Architect for its costs in terminating the Services or any cancellation charges owed to third parties;
- b. Architect shall deliver to Owner within thirty (30) calendar days possession of all tangible aspects of the Services, including the Instruments of Service, in their then condition including, but not limited to, all copies (electronic, CAD, and PDF format, and hard copy) of designs, engineering, Project records, cost data of all types, drawings and specifications and contracts with vendors and Sub-consultants, and all other documentation associated with a Project, and all supplies and aids dedicated solely to performing Services which, in the normal course of the Services, would be consumed or only have salvage value at the end of the Services period.
- c. Architect shall remain fully liable for the failure of any Services completed and drawings and specifications provided through the date of such termination to comply with the provisions of the Agreement. The provisions of this Paragraph shall not be interpreted to diminish any right that Owner may have to claim and recover damages for any breach of this Agreement, but rather, Architect shall compensate Owner for reasonable, direct loss, cost, damage, expense, and/or liability suffered by Owner as a result of such termination and failure to comply with the Agreement that Owner would not have incurred but for Architect's default.

13.4 In the event a termination for cause is determined to have been made wrongfully or without cause, then the termination shall be treated as a termination for convenience pursuant to Paragraph 14 below, and Architect shall have no greater rights than it would have had if a

termination for convenience had been effected in the first instance. No other loss, cost, damage, expense, or liability may be claimed, requested, or recovered by Architect.

14. Termination of Agreement for Convenience

14.1 Owner may terminate performance of the Services under the Agreement in accordance with this Paragraph 14 in whole, or from time to time in part, whenever Owner shall determine that termination is in the Owner's best interests. Termination shall be effected by Owner delivering to Architect, at least fifteen (15) calendar days prior to the effective date of the termination, a Notice of Termination ("**Notice of Termination**") specifying the extent to which performance of the Services under the Agreement is terminated.

14.2 After receipt of a Notice of Termination, and except as otherwise directed by Owner, Architect shall:

- a. Stop Services under the Agreement on the date and to the extent specified in the Notice of Termination;
- b. Place no further orders or subcontracts (including agreements with Sub-consultants) for materials, Services, or facilities except as necessary to complete the portion of the Services under the Agreement which is not terminated;
- c. Terminate all orders and subcontracts to the extent that they relate to performance of Services terminated by the Notice of Termination;
- d. Assign to Owner in the manner, at times, and to the extent directed by Owner, all rights and interests of Architect under orders and subcontracts so terminated. Owner shall have the right, in its discretion, to settle or pay any or all claims arising out of termination of orders and subcontracts;
- e. Settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, with approval or ratification of Owner to the extent Owner may require. Owner's approval or ratification shall be final for purposes of this clause;
- f. Transfer possession of Architect's and Architect's Sub-consultants' work product and Instruments of Service, finished and unfinished, to Owner, and execute all required documents and take all required actions to deliver in the manner, at times, and to the extent, if any, directed by Owner, completed and uncompleted designs and specifications, Services in process, completed Services, supplies, and other material produced or fabricated as part of, or acquired in connection with performance of, Services terminated by the Notice of Termination (including mockups and model(s)), completed or partially completed plans, drawings, information, in hard-copy and electronic CAD, and PDF format), all intellectual property rights (including without limitation, to the extent applicable, all licenses and copyright, trademark and patent rights) and all other property, property rights, and materials which, if the Agreement had been completed, would have been required to be furnished to Owner. Owner acknowledges that said documents were prepared for the purpose of the Project. Owner agrees that any future use, reuse, or modification of Architect's materials shall be at the County's sole risk and without liability to the Architect;
- g. Complete performance of any part of the Services that were not terminated by the Notice of Termination; and

- h. Take such action as may be necessary, or as Owner may direct, for the protection and preservation of property related to this Agreement which is in Architect's possession and in which Owner has or may acquire an interest.
- 14.3 After receiving a Notice of Termination, Architect shall submit to Owner a termination claim, in the form and with the certification Owner prescribes. The claim shall be submitted promptly, but in no event later than three (3) months from the effective date of the termination, unless one or more extensions in writing are granted by Owner upon Architect's written request made within such three month period or authorized extension. However, if Owner determines that facts justify such action, it may receive and act upon any such termination claim at any time after such three month period or extension. If Architect fails to submit the termination claim within the time allowed, Owner may determine, on basis of information available to it, the amount, if any, due to Architect because of the termination. Owner shall then pay to Architect the amount so determined.
- 14.4 Subject to provisions of Paragraph 14.3 above, Architect and Owner may agree upon the whole or part of the amount or amounts to be paid to Architect because of any termination of Services under this Paragraph. The amount or amounts may include a reasonable allowance for profit on Services done. However, such agreed amount or amounts, exclusive of settlement costs, shall not exceed the total Agreement price as reduced by the amount of payments otherwise made and as further reduced by the Agreement price of Services terminated. The Agreement may be amended accordingly, and Architect shall be paid the agreed amount.
- 14.5 If Architect and Owner fail, under Paragraph 14.4 above, to agree on the whole amount to be paid to Architect because of termination of Services under this Paragraph 14.5, then Architect's entitlement to compensation for Services specified in the Agreement which are performed before the effective date of Notice of Termination, shall be the total (without duplication of any items) of:
 - a. Reasonable value of Architect's Services performed prior to Notice of Termination, based on Architect's entitlement to compensation under Appendix B, Payments to Architect. Such amount or amounts shall not exceed the total Agreement price as reduced by the amount of payments otherwise made and as further reduced by the Agreement value of Services terminated. Deductions against such amount or amounts shall be made for deficiently performed Services, rework caused by deficiently performed Services, cost of materials to be retained by Architect, amounts realized by sale of materials, and for other appropriate credits against cost of Services. Such amount or amounts may include profit, but not in excess of ten (10) percent of Architect's total costs of performing the Services.
 - b. When, in opinion of Owner, the cost of any item of Services is excessively high due to costs incurred to remedy or replace defective or rejected Services (including having to re-perform Services), reasonable value of Architect's Services will be the estimated reasonable cost of performing Services in compliance with the requirements of the Agreement, and any excessive actual cost shall be disallowed.
 - c. Reasonable cost to Architect of handling material returned to vendors, delivered to Owner or otherwise disposed of as directed by Owner.
- 14.6 Except as provided in this Agreement, in no event shall Owner be liable for costs incurred by Architect (or Sub-consultants) after receipt of a Notice of Termination. Such non-recoverable costs include, but are not limited to, anticipated profits on the Agreement or subcontracts, post-termination employee salaries, post-termination administrative expenses, post-termination overhead or unabsorbed overhead, costs of preparing and submitting claims or proposals, attorney's fees or other costs relating to prosecution of the claim or a lawsuit, pre-judgment

interest, or any other expense that is not reasonable or authorized under Paragraph 14.5 above.

- 14.7 This Paragraph shall not prohibit Architect from recovering costs necessary to discontinue further Services under the Agreement as provided for in Paragraph 14.2 above or costs authorized by Owner to settle claims from Sub-consultants.
- 14.8 In arriving at amount due Architect under this Paragraph 14.5 there shall be deducted:
- a. All unliquidated advance or other payments on account theretofore made to Architect, applicable to the terminated portion of Agreement,
 - b. Any substantiated claim that Owner may have against Architect in connection with this Agreement, and
 - c. The agreed price for, or proceeds of sale of, any materials, supplies, or other things kept by Architect or sold under the provisions of this Paragraph 14.5, and not otherwise recovered by or credited to Owner.
- 14.9 If the termination for convenience hereunder is partial, before settlement of the terminated portion of this Agreement, Architect may file with Owner a request in writing for equitable adjustment of price or prices specified in the Agreement relating to the portion of this Agreement that is not terminated. Owner may, but shall not be required to, agree on any such equitable adjustment. Nothing contained herein shall limit the right of Owner and Architect to agree upon amount or amounts to be paid to Architect for completing the continued portion of the Agreement when the Agreement does not contain an established price for the continued portion. Nothing contained herein shall limit Owner's rights and remedies pursuant to this Agreement or at law.

15. Conflicts of Interest/Other Agreements

- 15.1 Architect represents that it is familiar with Section 1090 and Section 87100, et seq., of the Government Code of the State of California, and that it does not know of any facts that constitute a violation of those sections.
- 15.2 Architect represents that it has completely disclosed to Owner all facts bearing upon any possible interests, direct or indirect, which Architect believes any member of Owner, or other officer, agent or employee of Owner or any department presently has, or will have, in this Agreement, or in the performance thereof, or in any portion of the profits thereunder. Willful failure to make such disclosure, if any, shall constitute ground for termination of this Agreement by Owner for cause. Architect shall comply with the Owner's conflict of interest codes and their reporting requirements.
- 15.3 Architect covenants that it presently has no interest, and during the term of this Agreement shall act in good faith to avoid having any interest, direct or indirect, that would conflict in any manner with the performance of Services required under this Agreement.

16. Proprietary or Confidential Information of Owner; Publicity

- 16.1 Architect acknowledges and agrees that, in the performance of the Services under this Agreement or in the contemplation thereof, Architect may have access to private or confidential information that may be owned or controlled by Owner and that such information may contain proprietary or confidential details, the disclosure of which to third parties may be damaging to Owner. Architect agrees that all private, confidential, or proprietary information disclosed by Owner to or discovered by Architect in the performance of its Services shall be held in strict

confidence and used only in performance of the Agreement. Architect shall exercise the same Standard of Care to protect such information as a reasonably prudent Architect would use to protect its own proprietary data, and shall not accept employment adverse to the Owner's interests where such confidential information could be used adversely to the Owner's interests. Architect shall notify the Owner with reasonable promptness in writing if it is requested to disclose any information made known to or discovered by Architect during the performance of or in connection with the Services pursuant to this Agreement. This section shall not apply to information in whatever form that comes into the public domain, nor shall it restrict Architect from giving notices required by law or complying with an order to provide information or data when such order is issued by a court, administrative agency or other authority with proper jurisdiction, or if it is reasonably necessary for Architect to defend itself from any suit or claim.

- 16.2 Any publicity or press releases containing confidential information with respect to the Project or Services shall be under the Owner's sole discretion and control. Architect shall not discuss any confidential information involving the Services, the Project, or matters pertaining thereto, with the public press, representatives of the public media, public bodies, or representatives of public bodies, without Owner's prior written consent. Architect shall have the right, without Owner's further consent, to include non-confidential Owner approved descriptions, renderings, photos or representations of the Project or Services among Architect's promotional and professional material, and to communicate with persons or public bodies where necessary to perform under this Agreement.
- 16.3 The provisions of this Paragraph 16 shall remain in effect after termination of Services to the Owner hereunder.
- 16.4 Notwithstanding anything to the contrary contained in this Agreement, unless this Agreement is terminated prior to Project completion pursuant to Paragraphs 13 or 14 Jeanne Gang + Studio Gang Architects, Ltd., in association with KMD Architects shall be credited as the architect and author in all press, publications, and announcements, both private and public.

17. Notices to the Parties

- 17.1 All notices (including requests, demands, approvals, or other communications other than Ordinary course Project communications) under this Agreement shall be in writing and shall include the word "NOTICE" in the subject line.
- 17.2 Notice shall be sufficiently given for all purposes as follows:
 - a. When personally delivered to the recipient, notice is effective on delivery.
 - b. When mailed by certified mail with return receipt requested, notice is effective on receipt if delivery is confirmed by a return receipt.
 - c. When delivered by reputable delivery service, with charges prepaid or charged to the sender's account, notice is effective on delivery if delivery is confirmed by the delivery service.
 - d. Notice by facsimile or electronic mail shall not be allowed or constitute "Notice" under this Paragraph 17.
- 17.3 Any correctly addressed notice that is refused, unclaimed, or undeliverable because of an act or omission of the party to be notified shall be considered to be effective as of the first date that the notice was refused, unclaimed, or considered undeliverable by the postal authorities, messenger, or overnight delivery service.

- 17.4 Addresses for the purpose of giving notice are set forth in Paragraph 6.1 above. Either party may, by written notice given at any time or from time to time require subsequent notices to be given to another individual person, whether a party or an officer or a representative, or to a different address or fax number, or both, by giving the other party notice of the change in any manner permitted by this Paragraph 17.

18. Ownership of Results/Work for Hire

- 18.1 Architect shall be deemed the author of all drawings, specifications and any other documents, samples, models, prototypes or other materials prepared by the Architect ("**Instruments of Service**"), and shall retain all common law, statutory and other reserved rights with respect to the Instruments of Service, including ownership of the copyright.
- 18.2 Architect grants Owner a royalty free, non-exclusive, perpetual, unconditional, and irrevocable license for Owner to reproduce, publish, or otherwise use, and to authorize others to use for Owner's direct purposes, all Instruments of Service, upon full payment of all undisputed sums due Architect. By way of illustration, and not limitation, Owner may use all Instruments of Services for: (a) the Project; (b) further development of the Project by Architect or other design professional; and (c) repair, maintenance, renovation, modernization, alterations, and additions to the Project. Furthermore, Architect grants to Owner a license to use the Instruments of Service, and any derivative works, proprietary design, or images based on the Instruments of Service, for any publication, display, marketing, advertising, logos, and other uses as may be desired by Owner.
- 18.3 If Owner reuses the Instruments of Service without Architect's involvement, Owner agrees to releases, hold harmless, and indemnify Architect from all claims and causes of action to the extent such claims and causes arise from the reuse.
- 18.4 Neither Owner nor Architect shall use the Instruments of Service to substantially replicate the Project on any other project. Notwithstanding the foregoing, neither Party shall be liable if standard or individual elements of the Instruments of Service are repeated, reflected, or echoed on future projects.
- 18.5 Under no circumstances shall Architect be entitled to withhold the Instruments of Service from Owner or rescind the license granted herein.
- 18.6 Both parties understand and agree that Owner must comply with the California Public Records Act ("**Act**"). If Architect believes that any document or information furnished to Owner in connection with Architect's performance of Services is exempt from public disclosure under the Act, it shall so advise Owner in writing at the time the document or information is furnished and shall be solely responsible for asserting, in whatever fashion and to the extent it so desires, any applicable exception to the Act.

19. Audit and Inspection Records

- 19.1 Architect shall maintain all drawings, specifications, calculations, cost estimates, quantity takeoffs, statements of construction costs and completion dates, schedules and all correspondence, internal memoranda, papers, writings, electronic media and documents of any sort prepared by or furnished to Architect during the course of performing the Services and providing services with respect to any Project, for a period of at least five (5) years following final completion and acceptance of the last Project. All such records (except for materials subject to the attorney client privilege, if any) shall be available to Owner, and Owner's authorized agents, officers, and employees, upon request at reasonable times and places. Monthly records of Architect's personnel costs, Architect costs, and reimbursable expenses pertaining to both Basic Services, and Additional Services shall be kept on a generally

recognized accounting basis, and shall be available to Owner, and Owner's authorized agents, officers, and employees, upon request at reasonable times and places. Architect shall not destroy any Project records until after advising Owner and allowing Owner to accept and store the records.

- 19.2 The rights and obligations established pursuant to this Paragraph shall survive termination of this Agreement.

20. Subcontracting/Assignment/Owner Employees

- 20.1 Architect and Owner agree that Architect's unique talents, knowledge, and experience form a basis for this Agreement and that the Services to be performed by Architect under this Agreement are personal in character. Therefore, Architect shall not, unless otherwise contemplated by this Agreement, subcontract, assign, or delegate any portion of this Agreement or any duties or obligations hereunder unless approved by Owner in a written instrument executed and approved by the Owner in writing.
- 20.2 Architect shall use the Sub-consultants identified in this Agreement in Exhibit 2 to Appendix A hereto and shall not substitute Sub-consultants unless approved by written instrument executed and approved by the Owner in writing.
- 20.3 Architect shall not employ or engage, or attempt to employ or engage, any person who is or was employed by Owner or any department thereof at any time that this Agreement is in effect, and for a period of two (2) years after the termination of this Agreement or the completion of the Services, without the written consent of Owner.

21. Other Obligations

- 21.1 Discrimination, Equal Employment Opportunity and Business Practices. Architect shall not discriminate against any employee or applicant for employment, nor against any Sub-consultant or applicant for a subcontract, because of race, color, religious creed, age, sex, actual or perceived sexual orientation, national origin, disability as defined by the ADA (as defined below) or veteran's status. To the extent applicable, Architect shall comply with all federal, state, and local laws (including, without limitation, Owner ordinances, rules, and regulations) regarding non-discrimination, equal employment opportunity, affirmative action, and occupational-safety-health concerns, shall comply with all applicable rules and regulations thereunder, and shall comply with same as each may be amended from time to time. With respect to the provision of employee benefits, Architect shall comply with San Mateo County Ordinance Code which prohibits contractors (as defined in that ordinance) from discriminating in the provision of employee benefits between an employee with a domestic partner and an employee with a spouse.
- 21.2 Drug-Free Workplace Policy. Architect acknowledges that pursuant to the Federal Drug-Free Workplace Act of 1989, the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited on Owner premises. Architect agrees that any violation of this prohibition by Architect, its employees, agents, or assigns shall be deemed a material breach of this Agreement.
- 21.3 Compliance with Americans with Disabilities and Rehabilitation Act. Architect acknowledges that, pursuant to the Americans with Disabilities Act ("ADA"), programs, services and other activities provided by a public entity to the public, whether directly or through a contractor, must be accessible to the disabled public. Architect shall provide the Services specified in this Agreement in a manner that complies with the Standard of Care established under this Agreement regarding the ADA and any and all other applicable federal, state, and local disability rights legislation. Architect agrees not to discriminate against disabled persons in the

provision of services, benefits or activities provided under this Agreement and further agrees that any violation of this prohibition on the part of Architect, its employees, agents, or assigns shall constitute a material breach of this Agreement. Architect shall comply with § 504 of the Rehabilitation Act of 1973, which provides that no otherwise qualified handicapped individual shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of this Agreement.

- 21.4 Employee Jury Service Ordinance. Architect shall comply with San Mateo County Ordinance Code with respect to provision of jury duty pay to employees and have and adhere to a written policy that provides that its employees shall receive from the Architect, on an annual basis, no less than five days of regular pay for actual jury service in San Mateo County. The policy may provide that employees' deposit any fees received for such jury service with the Architect or that the Architect deducts from the employees' regular pay the fees received for jury service.
- 21.5 Violation of Non-discrimination Provisions. Violation of the non-discrimination provisions of this Agreement shall be considered a breach of this Agreement and subject the Architect to penalties, to be determined by Owner's County Manager, including but not limited to: (a) termination of this Agreement; (b) disqualification of the Architect from bidding on or being awarded a County contract for a period of up to three (3) years; (c) liquidated damages of \$2,500 per violation; and/or (d) imposition of other appropriate contractual and civil remedies and sanctions, as determined by the County Manager. To effectuate the provisions of this section, the County Manager shall have the authority to examine Architect's employment records with respect to compliance with this paragraph and/or to set off all or any portion of the amount described in this paragraph against amounts due to Architect under this Agreement or any other agreement between Architect and Owner. Architect shall report to the County Manager the filing by any person in any court of any complaint of discrimination or the filing by any person of any and all charges with the Equal Employment Opportunity Commission, the Fair Employment and Housing Commission or any other entity charged with the investigation of allegations within thirty (30) calendar days of such filing, provided that within such thirty (30) calendar days such entity has not notified Architect that such charges are dismissed or otherwise unfounded. Such notification shall include the name of the complainant, a copy of such complaint, and a description of the circumstance. Architect shall provide Owner with a copy of Architect's response to the complaint when filed.

22. Disputes

- 22.1 Should any question arise as to the meaning and intent of this Agreement, the question shall, prior to any other action or resort to any other legal remedy, be referred to the Manager of San Mateo County Project Development Unit and a principal of the Architect who shall attempt, in good faith, to resolve the dispute. Such referral shall be initiated by written request from either party and a meeting between the Manager and principal of the Architect shall then take place within five (5) business days of the date of the request.

Provided that Owner continues to compensate Architect in accordance with this Agreement, Architect shall continue its Services throughout the course of any and all disputes. Nothing in this Agreement shall allow Architect to discontinue Services during the course of any dispute. Architect's failure to continue Services during any and all disputes shall be considered a material breach of this Agreement. Architect agrees that the existence or continued existence of a dispute does not excuse performance under any provision of this Agreement including, but not limited to, the time to complete the Services. Architect also agrees that should Architect discontinue Services due to a dispute or disputes, Owner may terminate this Agreement for cause as provided herein.

- 22.2 In the event of claims exceeding **\$25,000**, as a precondition to commencing litigation, the parties shall first participate in non-binding mediation pursuant to the construction mediation procedures of JAMS, in San Francisco, California, before a mediator mutually agreeable to the

parties (and such mediator need not be employed by or affiliated with JAMS), and in the event the parties are unable to agree, selected by a judge of the San Mateo County Superior Court from an approved list of JAMS qualified construction mediators. The parties may initially agree to engage in discovery prior to mediation. Should parties proceed with discovery, they shall follow the procedures prescribed in the California Code of Civil Procedure, Section 2019, et. seq., and discovery so conducted shall apply in any subsequent litigation as if conducted in that litigation.

23. Agreement Made in California; Venue

- 23.1 This Agreement shall be deemed to have been executed in the City of Redwood City, County of San Mateo. The formation, interpretation, and performance of this Agreement shall be governed by the laws of the State of California, excluding its conflict of laws rules. The exclusive venue for all disputes or litigation arising out of this Agreement shall be in the Superior Court of the County of San Mateo unless the parties agree otherwise in a written amendment to this Agreement.
- 23.2 The parties shall execute **two (2)** originals of this Agreement, both of which shall be deemed originals.

24. Compliance with Laws

- 24.1 Architect shall comply with the Standard of Care in the interpretation and application of all applicable laws in the performance of the Services, regardless of whether such laws are specifically stated in this Agreement and regardless of whether such laws are in effect on the date hereof. Architect shall comply with all security requirements imposed by authorities with jurisdiction over any Project, and will provide all information, work histories, and/or verifications as requested by such authorities for security clearances or compliance.
- 24.2 Architect represents that it shall meet or exceed the Standard of Care when preparing all plans, drawings, specifications, designs, and any other product of the Services.

25. Miscellaneous

- 25.1 All section and paragraph captions are for reference only and shall not be considered in construing this Agreement.
- 25.2 As between the parties to this Agreement: as to all acts or failures to act by either party to this Agreement, any applicable statute of limitations shall commence to run on the date of issuance by Owner of the final Certificate for Payment, or termination of this Agreement, whichever is earlier. This Paragraph 25.2 shall not apply to latent defects as defined by California law or negligence claims, as to which the statute of limitations shall commence to run on discovery of the defect and its cause. However, the applicable statutes of repose, California Code of Civil Procedure, Sections 337.1 and 337.15, shall continue to apply.
- 25.3 Any provisions or portion thereof of this Agreement that is prohibited by, unlawful or unenforceable under any applicable law of any jurisdiction, shall as to such jurisdiction be ineffective without affecting other provisions of this Agreement. If the provisions of such applicable law may be waived, they are hereby waived to the end that this Agreement may be deemed to be a valid and binding agreement enforceable in accordance with its terms. If any provisions or portion thereof of this Agreement are prohibited by, unlawful, or unenforceable under any applicable law and are therefore stricken or deemed waived, the remainder of such provisions and this Agreement shall be interpreted to achieve the goals or intent of the stricken or waived provisions or portions thereof to the extent such interpretation is consistent with applicable law. In dispute resolution arising from this Agreement, the fact finder shall receive

detailed instructions on the meaning and requirements of this Agreement.

- 25.4 Either party's waiver of any breach, or the omission or failure of either party, at any time, to enforce any right reserved to it, or to require performance of any of the terms, covenants, conditions or other provisions of this Agreement, including the timing of any such performance, shall not be a waiver of any other right to which any party is entitled, and shall not in any way affect, limit, modify or waive that party's right thereafter to enforce or compel strict compliance with every term, covenant, condition or other provision hereof, any course of dealing or custom of the trade or oral representations notwithstanding.
- 25.5 Except as expressly provided in this Agreement, nothing in this Agreement shall operate to confer rights or benefits on persons or entities not party to this Agreement.

26. Entire Agreement; Modifications; Certifications; 3rd Parties

- 26.1 The Agreement, and any written modification to the Agreement, shall represent the entire and integrated Agreement between the parties hereto regarding the subject matter of this Agreement and shall constitute the exclusive statement of the terms of the parties' Agreement. The Agreement, and any written modification to the Agreement, shall supersede any and all prior negotiations, representations or agreements, either written or oral, express or implied, that relate in any way to the subject matter of this Agreement or written modification, and the parties represent and agree that they are entering into this Agreement and any subsequent written modification in sole reliance upon the information set forth in the Agreement or written modification and the parties are not and will not rely on any other information. All prior negotiations, representations, or agreements, either written or oral, express or implied, that relate in any way to the subject matter of this Agreement, shall not be admissible or referred to hereafter in the interpretation or enforcement of this Agreement.
- 26.2 To the extent this Agreement conflicts with the terms of any proposal, invoice, or other document submitted to or by either party, the terms of this Agreement shall control. For the sake of clarity, the Parties intend that to the extent it does not conflict with other provisions of this Agreement, Architect's proposal, attached hereto as Exhibit 1 to Appendix A, shall be considered part of this Agreement.
- 26.3 This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved by a fully authorized representative of both Owner and Architect expressing such an intention in the case of a modification or by the party waiving in the case of a waiver.
- 26.4 Architect, in any price proposals for changes in the Services that increase the Agreement amount, or for any additional Services, shall break out and list its costs and use percentage markups. Architect shall require its Sub-consultants (if any) to do the same, and the Sub-consultants' price proposals shall accompany Architect's price proposals.
- 26.5 Changes in the Services made pursuant to this Paragraph 26 and extensions of the Agreement time necessary by reason thereof shall not in any way release Architect's representations and agreements pursuant to this Agreement.
- 26.6 Whenever the words "as directed," "as required," "as permitted," or words of like effect are used, it shall be understood as the direction, requirement, or permission of Owner. The words "approval," "acceptable," "satisfactory," or words of like import, shall mean approved by, or acceptable to, or satisfactory to Owner, unless otherwise indicated by the context.
- 26.7 Nothing contained in this Agreement shall create a contractual relationship with, or a cause of action in favor of, a third party against Owner or Architect. Architect's services are being

performed solely for the benefit of Owner and no other entity shall have any claim against Architect because of this Agreement or Architect's performance of services hereunder.

- 26.8 Architect shall not be required to sign any documents, no matter by whom requested, that would result in Architect having to certify, guaranty, or warrant the existence of conditions that Architect cannot ascertain.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the day first mentioned above.

"Owner"

COUNTY OF SAN MATEO, a political subdivision of the State of California

By: *[Signature]*
Its: Director

"Architect"

By: *[Signature]*
Its: Principal

Attachment to this Agreement:

- Attachment to Appendix A SERVICES TO BE PROVIDED BY ARCHITECT
 - Attachment BIM
 - Exhibit 1 – Proposal dated December 20, 2017
 - Exhibit 2 – Statements of Qualifications dated September 1, 2017
- Attachment to Appendix B PAYMENTS TO ARCHITECT
 - Exhibit 1 – Fee Matrix dated December 22, 2017
 - Exhibit 2 – Billing Rates dated December 22, 2017
 - Exhibit 3 – Tentative Trip Schedule dated December 22, 2017

 ORIGINAL

APPENDIX A

SERVICES TO BE PROVIDED BY ARCHITECT

This is an Appendix attached to, and made a part of and incorporated by reference with the Agreement dated December 27, 2017, between the County of San Mateo (the “Owner”), and Studio Gang Architects, Ltd. (“Architect”) providing for professional services.

1. Conceptual Program and Project Under this Agreement

1.1 General

1.1.1. The Project is described as follows:

The Project will be located at the site immediately to the east of the existing Hall of Justice bordered by Marshall Street to the south and the Middlefield Road to the east in Redwood City, CA. The newly proposed building is intended to be approximately in the range of 121,000 to 156,000 gross square feet with five to seven above-grade levels and a partial basement. This building footprint will utilize approximately half of the vacant block and require the demolition of the former First American Title Company and Lebsack buildings, and relocation of the Lathrop House.

To support the parking needs of the County Office Building 3, a new Parking Structure of approximately 850 to 1200 parking spaces is currently being planned at the corner of Veterans Boulevard and Middlefield Road just north of the existing County Parking Garage (400 Middlefield Road) in Redwood City, CA under separate contract.

This Project will also include a new Public Promenade to connect the proposed County Office Building 3 with the existing campus facilities at the County Government Center. The promenade would extend south from the new Parking Structure along Hamilton Street to Marshall Street. This pedestrian-oriented site amenity would close Hamilton Street to vehicular traffic within the Government Center campus. There may also be an opportunity for a Public Plaza north of the proposed County Office Building 3 extending from the Promenade if the existing Traffic Court building is to be demolished (to be confirmed during design). This new feature will create open space that will be used for public events, gatherings, and functions knitting the new building development to the existing campus buildings.

1.1.2. Owner plans to use Construction Manager at-Risk (“CM at-Risk”) delivery method for this Project and anticipates that the construction management services will be performed by a Construction Manager/General Contractor (“CM/GC” or “CM at-Risk entity”) to be engaged by the Owner during design. Owner further anticipates that the actual Project work will be performed by separate trade sub-contractors procured under separate bid packages after selection of the CM at-Risk entity.

1.2 Construction Budget

“Budgeted Bid Day Construction Cost” means the anticipated total value of the construction contract for the Project approved by the San Mateo County Board of Supervisors. Architect shall treat the Budgeted Bid Day Construction Cost so identified as the Owner’s targeted construction cost for the Project. The Architect shall work closely with the selected CM at-Risk entity in an effort to achieve the Guaranteed Maximum Price (“GMP”) within the Budgeted Bid Day Construction Cost.

1.3 Criteria Governing Architect's Services on Project

- 1.3.1 The Project shall be developed and designed based on the Conceptual Program (for "Option 2") and associated functional requirements as outlined in the "San Mateo County Government Center New County Office Building and Parking Structure Scoping Study" ("Scoping Study") dated January 27, 2017 prepared by Dreyfuss + Blackford Architecture.
- 1.3.2 The Project shall be developed and designed in close cooperation with the County's Project Development Unit ("PDU") and its consultants. Architect acknowledges its obligation to work with, coordinate with, interface with, exchange ideas and design materials with, and otherwise cooperate and collaborate with PDU, its consultants, user groups, stakeholders, and operational matters throughout development and design of the Project.
- 1.3.3 The Project shall be developed and designed consistent with the Standard of Care to meet applicable current codes, laws, regulations, and professional standards, and shall meet the criteria set forth below.
- 1.3.4 Architect shall not, unless otherwise permitted in writing by Director, propose or recommend any design which has the effect of shifting design responsibilities from Architect to a contractor and/or sub-contractor, through performance specifications or any other means. Architect may only use performance specifications when necessary to preclude single vendor sources or for specialized systems approved by PDU.
- 1.3.5 During the Pre-construction Phase, Architect shall collaborate with CM at-Risk entity selected by the County on the design, constructability, cost, and schedule of the Project to support the CM/GC to develop a GMP proposal to construct the Project.
- 1.3.6 Architect shall not, unless otherwise directed or permitted in writing by Director, specify proprietary or sole source equipment, systems or materials. Whenever a proprietary or sole source design or equipment is requested by Architect, Architect shall provide Owner with a written evaluation of whether all periodic maintenance and replacement of parts, equipment or systems, can be performed normally and without excessive cost or time. Owner will consider such report in making its decision. If requested by Owner, as Basic Services, Architect shall assist Owner to review any Owner-proposed proprietary or sole source equipment, systems, or materials.
- 1.3.7 Architect's design shall provide that all surfaces, fixtures, and equipment are accessible for maintenance, repair, or replacement by ladders, power lifts, cat walks, and the like without exceeding the design loads of the floors, roofs, ceilings, and that such access is in conformance with applicable Cal OSHA and relevant requirements. Architect shall allow representatives of the Owner's operation and maintenance departments to review, comment, and participate in meetings regarding Architect's design as necessary to consider their requirements in design development, provided, however, that Architect shall exercise its professional judgment respecting all ultimate design decisions.
- 1.3.8 Architect must coordinate with other direct consultants engaged by Owner, as directed by Owner's Representative, to specify designs, equipment, and systems for optimal efficiencies and economies in procurement and maintenance taking into account the Project lifecycle operations. Architect shall not have responsibility

for the technical adequacy or accuracy of consultants separately engaged by Owner.

1.4 Building Information Modeling

- 1.4.1 Architect shall work with the CM at-Risk entity selected to develop an integrated Building Information Modeling ("BIM") Execution Plan to document the project delivery standards and protocols for the BIM uses and deliverables. This will include and use the current version of Level of Development Specification (LOD) published by BIM Forum to specify and articulate with a high degree of clarity the use, content and reliability of BIM at various stages in the design and construction process, such as elements to be modeled, model element authors, timing for element modeling, precision/details to be included, etc. The entire design and construction team, including Architect and their sub-consultants as well as the selected CM/GC and their sub-contractors, shall all utilize BIM for design, documentation, and delivery of this Project.
- 1.4.2 The "**Level of Development**" (LOD) describes the minimum dimensional, spatial, quantitative, qualitative, and other data included in the model elements in BIM to support the Authorized Uses associated with such LOD. "**Authorized Uses**" refers to the permitted uses of the data contained in BIM in accordance with the specified content and reliability of BIM at various stages in the design and construction process.
- 1.4.3 Architect shall comply with its obligations regarding Building Information Modeling ("BIM") identified on Attachment BIM attached to this Appendix A and incorporated herein. Architect shall only be responsible for the accuracy or completeness of the information authored and/or modified by Architect and its sub-consultants performed in accordance with the permitted Authorized Uses identified in the approved LOD Specification and in consistent with the Standard of Care. It is understood and agreed that Architect is not responsible for the accuracy or completeness of any information authored and/or modified any other parties including, without limitation, Owner, Contractor and its subcontractors.
- 1.4.4 Attachment BIM is subject to modification by Owner at Owner's reasonable request. Architect must notify Owner within seven (7) calendar days of receipt of any modification to Attachment BIM if it believes the modification is so extensive as to justify additional services compensation.

2. Basic Services

2.1 Scope of Services

Basic Services shall include all the services and activities specified below and herein in Research, Concept Design and Programming Phase, Schematic Design Phase, Design Development Phase, Construction Document, Permitting and Bidding Phase, Construction Administration Phase and Transition Phase.

2.2 General Description and Requirements

- 2.2.1 Performance of Services will require Architect to work with, meet with, and attend meetings with Owner's staff and consultants, user groups/stakeholders, Authorities Having Jurisdiction (AHJ) and other associated agencies, CM at-Risk team, and such other consultants as Architect determines necessary, to the extent reasonably necessary for the design and construction of the Project and performance of Architect's duties under this Agreement (including, but not limited

to, Architect's express duties of coordination with Sub-consultants or other Owner consultants).

- 2.2.2 Subject to the Standard of Care, Services performed by Architect shall conform to the requirements of the applicable laws in the State of California, including but not limited to, the requirements of the California Business and Professions Code, the California Building Codes and Regulations, Cal OSHA, the California Penal Code, the California Public Contract Code, and the California Environmental Quality Act (CEQA) contained in California Public Resources Code and California Code of Regulations. As referenced in those codes, "**Responsible Charge**" for the work shall be performed under the direction of a Licensed Architect or Registered Engineer in the State of California.
- 2.2.3 Drawings, specifications, design calculations, site data, and cost estimates, if any, required to be prepared by Architect shall be prepared by licensed personnel or personnel under the direction of licensed personnel, as required by the California Public Contract Code and Code of Regulations, and such personnel shall also be in Responsible Charge of observation of the construction, as required by those codes.
- 2.2.4 Subject to the Standard of Care, cost estimation shall be performed by Architect's cost estimating sub-consultant at the end of each design phase and be based on the information provided in the completed set of deliverable for each design phase. Architect does not have control over the cost of labor, material, equipment, or services furnished by others or over market conditions or contractors' methods of determining prices or performing the work; and does not guarantee the accuracy of such estimates.
- 2.2.5 Subject to the Standard of Care, Architect shall provide to Owner all professional architectural and engineering services necessary to perform the Services in all phases of the Project to which this Agreement applies. Services will include, but are not limited to, providing all professional architectural, engineering and specialty design services as listed in the Fee Matrix in Exhibit 2 to Appendix B that are necessary to perform the Services and complete Project to which this Agreement applies including, but not limited to, all architectural services, interior design, civil, landscape architecture, electrical, fire protection, mechanical, plumbing and structural engineering, physical and electronic security, vertical transportation, audio visual, acoustical, and cost estimating services as required to perform the Services on the Project to which this Agreement applies.
- 2.2.6 Architect shall have adequate personnel, facilities, equipment, and supplies to complete Architect's Services. Architect shall provide all materials to complete its services.
- 2.2.7 Architect shall engage all appropriate specialty Sub-consultants as are necessary for proper completion of the Services. Architect's contracts with Sub-consultants (and their contracts with their sub-consultants) shall incorporate this contract by reference to the extent not inconsistent with Sub-consultants' scope of work. Owner shall have the right (but not the obligation) to approve specialty Sub-consultants engaged by Architect as well as their form of contract, which approval shall not be unreasonably withheld.
- 2.2.8 Unless otherwise authorized by Owner, Architect shall require each of its Sub-consultants to execute agreements containing Standard of Care and indemnity provisions coextensive with those in this Agreement and that will indemnify and

hold Owner harmless from any negligent errors or omissions of the Sub-consultants.

- 2.2.9 Architect shall make any required corrections or revisions to reports, drawings, or specifications that are a result of any errors or omissions by Architect, at no additional cost to Owner. Architect shall make or cause to be made any and all corrections to said documents necessary to comply with the Project requirements.
- 2.2.10 Throughout Architect's performance of the Services, Architect shall make written recommendations to Owner concerning any additional information necessary to complete the Services.
- 2.2.11 Architect shall provide Owner with written evaluations of the effect of any and all governmental and private regulations, licenses, patents, permits, and any other type of applicable restriction and associated requirements on the Services and its incorporation into the Project.
- 2.2.12 Architect shall provide Owner with a copy of all written communications and submittals to Authorities Having Jurisdiction regarding this Project. Costs of reproduction for extra copies in addition to the original set plus one (1) set; and transmittal of submittals will be a reimbursable expense in accordance with Appendix B.
- 2.2.13 The Project is expected to achieve a minimum of LEED certification and Zero Net Energy ("ZNE") per the County of San Mateo Green Building Policy. Consideration shall be made in the design on the location for site renewable resources.
- 2.2.14 Architect shall prepare energy performance calculations and deliverables necessary for submission to the County Building and Planning Department, USGBC for LEED certification, San Mateo County Municipal Green Building Steering Committee for Zero Net Energy compliance, PG&E for energy savings rebate programs where applicable and any other additional information required for Authorities Having Jurisdiction. Architect shall also monitor construction for compliance with such requirements and report to the Owner any problems encountered or anticipated. The LEED Green Building Rating System or similar environmental guidelines ("LEED") utilizes certain design, construction and usage criteria in order to promote environmentally friendly building design. Owner acknowledges that achieving levels of compliance involves factors beyond the control of Architect, including, but not limited to, Owner's use, operation, and maintenance of the completed Project. In addressing LEED, Architect shall perform its services consistent with the Standard of Care to meet compliance. Architect shall not be responsible where Owner's non-standard use and operation of the completed Project negatively impacts its energy performance.
- 2.2.15 Architect shall assist and support the County with the CEQA process as required.

2.3 Coordination of Architectural and Engineering Sub-consultants/Other Architects

- 2.3.1 Subject to the Standard of Care, Architect shall coordinate all architectural, engineering, and associated disciplines and with Sub-consultants involved in completing the Services. Architect's Sub-consultants shall coordinate with Architect and all architectural, engineering, and associated disciplines and other Sub-consultants involved in completing the Services. The objective of this coordination shall be the development of a fully complete, comprehensive, and workable design in which the work of Architect and each Sub-consultant interfaces

well and is properly coordinated, with details that work together with regard to all associated disciplines.

- 2.3.2 Subject to the Standard of Care, Architect shall coordinate its work on the Project with Owner's personnel, as directed by Director, to achieve desired efficiencies in procurement, operations, and maintenance.
- 2.3.3 Architect shall work closely with the selected Architect for the Parking Structure to coordinate the overall site layout and integrate the Promenade design effectively with both the vehicular and pedestrian traffic.
- 2.3.4 Subject to the Standard of Care, Architect shall coordinate its work on the Project with work of the Owner's separately maintained hazardous material consultants if required in connection with the demolition of the existing buildings. Such coordination shall not impose on Architect responsibility for the work of the hazardous materials consultant. However, Architect shall consider the work of the hazardous materials consultant in developing work phasing recommendations, overall cost estimates, and design and product specifications, where applicable.
- 2.3.5 Architect shall with reasonable promptness advise Owner in writing if Architect has knowledge that any of Owner's consultant fails in any manner to coordinate its work with Architect. Architect's notification or failure to notify Owner shall not be construed as Architect assuming any duty, responsibility, or liability for Owner's consultant's failure to coordinate.

2.4 Coordination with Project Master Schedule and Owner's Operations

- 2.4.1 Architect shall complete or cause to be completed all services required under this Agreement in accordance with the Master Schedule and Milestone Schedule to be developed in conjunction with the CM/GC and the Owner.
- 2.4.2 For each phase of the Services under this Agreement, Architect shall prepare and submit for Owner's acceptance a task list identifying the principal tasks (and subtasks) defining the scope of work of each phase. The main purpose of the task list shall be to promote coordination and scheduling of the Owner and third parties whose actions might impact Architect's progress.
 - 2.4.2.1 The task list shall list all points requiring Owner and third party interface, for example, approvals, reviews, design input, and supplying information.
 - 2.4.2.2 The task list shall include a listing of Architect's anticipated specific requirements for information, decisions or documents from Owner necessary for Architect's performance of its services, and required third party approvals and preliminary meetings required to obtain agreement in principle with agencies and third parties involved in the Project
- 2.4.3 For the Project, Architect shall prepare, submit for Owner's acceptance, and maintain a design schedule detailing Architect's scheduled performance of the Services.
 - 2.4.3.1 Architect shall submit a preliminary schedule within fourteen (14) calendar days from the issuance of Notice to Proceed providing a summary of all Services under each phase of the Project.
 - 2.4.3.2 For each succeeding phase of Services as described in Section 3, Architect shall supplement this schedule with a detailed schedule

covering by task (and subtask) Architect's work during the succeeding phase of Services. The required schedule supplement shall be submitted as part of Architect's deliverables at the conclusion of the current phase of Services for review and approval.

- 2.4.4 Architect's schedule shall be updated monthly, and shall meet the following requirements:
 - 2.4.4.1 Architect's schedule shall outline dates and time periods for the delivery of Architect's services, requirements for information from Owner for the performance of its services, and required third party approvals and preliminary meetings required to obtain agreement in principal with PDU and its sub-consultants, applicable Authorities Having Jurisdiction, and any other agencies involved in the Project.
 - 2.4.4.2 The schedule shall include appropriate review durations for Owner and Authorities Having Jurisdiction for each contract phase (in minimum durations of one (1) week for Schematic Phase, Design Development Phase, and 50% Construction Document phase, and two (s) weeks for 100% Construction Documents phase.)
 - 2.4.4.3 The schedule shall be provided in electronic format in both PDF and Microsoft Project.
- 2.4.5 Architect shall adjust and cause its Sub-consultants to adjust activities, personnel allocation, and the work sequence, duration and relationship of services to be performed in a manner that will comply with the approved schedules.
- 2.4.6 For the Project, Architect shall include in Architect's Monthly Progress Report written recommendations regarding ongoing design and construction work, including constructability review with an objective to secure a completed Project with the lowest reasonable construction costs, Project scheduling, and any and all design changes of the Project.
- 2.4.7 Architect shall make these written recommendations from the standpoint of a design professional observing the construction work and shall not by these recommendations assume construction management responsibilities.
- 2.5 Deliverables Required Under This Agreement - Generally: Each deliverable shall be reviewed with representatives of Owner. Deficiencies in deliverables and modifications to conform with program requirements and modifications to achieve acceptability of deliverables to Owner, shall be promptly performed, and the cost thereof included in the fee for Basic Services.
- 2.6 Deliverables Required Under This Agreement - By Phase: Required Deliverables are listed in Appendix D.
- 2.7 Monthly Progress Report: Architect shall provide Owner with a Monthly Progress Report, in writing, reporting on Architect's progress and any problems in performing the Services of which Architect becomes aware. The Monthly Progress Report shall include, but is not limited to:
 - 2.7.1 A narrative of the work performed (including a list of contract deliverables) and identification of areas of concern, actions, and approvals needed.

- 2.7.2 A schedule assessment and proposed ways to work around any problems that arise.
- 2.7.3 Monthly schedule status reports clearly identifying actual performance with respect to the current approved version of the schedule.
- 2.7.4 The original overall schedule as updated to reflect current progress, updates and revisions, submitted in both hardcopy and PDF.
- 2.7.5 All submittals shall be submitted in both hardcopy and PDF.
- 2.8 Compliance with Laws: Architect shall comply with the Standard of Care to comply with all applicable laws as set forth in this Agreement. Further, Architect shall:
 - 2.8.1 Subject to Owner's approval, designate a licensed architect or engineer in general responsible charge of the preparation of the drawings, specifications, and observation of the work of construction for the Project.
 - 2.8.2 Perform general observation of the work of construction in accordance with the approved drawings and specifications.
 - 2.8.3 Receive and act upon all technical correspondence from the Authorities Having Jurisdiction to the architect or engineer in general responsible charge of the Project.
 - 2.8.4 Establish the extent of the testing of materials consistent with the needs of the Project, shall issue specific instructions to the testing agency prior to the start of construction, and shall notify applicable Authorities Having Jurisdiction as to the disposition of materials noted on laboratory reports as not conforming to the approved specifications.

3. Description of Basic Scope of Services by Phase

3.1 Research, Concept Design, and Programming Phase

This phase establishes overall direction for the Project, identifies participants and their defined roles and responsibilities, defines communication protocol and decision-making procedures, and establishes budget and schedule guidelines.

3.1.1 Research

- 3.1.1.1 Identify high level vision, goals, and objectives for the Project by conducting visioning/programming workshop(s) and interviewing with users/stakeholders.
- 3.1.1.2 Identify and document space and program needs to support efficient operations.
- 3.1.1.3 Define strategies and available/required research to support these requirements.
- 3.1.1.4 Coordinate and attend two (2) trips with key members of Architect team to tour comparable existing facilities if the Owner elects to do so during this phase. Facilities will be collaboratively selected together with Owner's team.

3.1.2 Concept Design and Programming

- 3.1.2.1 Except with regard to site survey and geotechnical report, Architect shall review and utilize any relevant existing information available in all work performed, except that Architect shall be responsible for verifying any information prior to using it. Architect shall prepare and present conceptual design to demonstrate understanding of the conceptual program and propose ideas and options about appropriate design solutions.
- 3.1.2.2 Architect shall coordinate and document square footage requirements of the spaces for the functions and program elements. At the conclusion of this phase, Architect shall submit several conceptual plans, architectural space program and a letter of concurrence and/or acceptance of the current and/or revised program to PDU to review, select and approve as the base for moving forward into Schematic Design.
- 3.1.2.3 Architect shall develop and utilize space adjacency diagrams to demonstrate the relationship between spaces. Architect shall develop and review the program thoroughly and recommend appropriate adjustments. Updates to the program shall be clearly documented to track where changes are made and submit to PDU for final approval.
- 3.1.2.4 Architect shall compile a preliminary list of specialized Furniture, Fixture and Equipment ("FF&E"). The list shall delineate the needs and objectives of the security control, surveillance and communications as well as other systems.
- 3.1.2.5 Architect shall furnish all program verification information and preliminary list of specialized FF&E to PDU for preparation of a detailed Project budget.

3.1.3 Phasing and Demolition Strategy

The Phasing and Demolition Strategy package will include:

- 3.1.3.1 Site Plan clearly delineating the area of Work, phasing strategy and demolition extent.
- 3.1.3.2 Demolition plans with a statement of work clearly specifying the scope of Work included to ensure continuous undisturbed operation of the facilities at the Government Center during the entire project duration, and the timing and sequence for the demolition of the existing buildings.
- 3.1.3.3 Integration of site remediation plans and specifications prepared with the Owner's environmental consultant.

3.2 Schematic Design Phase

This phase will define the overall design for the Project, provide a baseline through Design Development, and serve as a beginning template for the final Construction Documentation. Architect and the engineers on the team will work with the Owner to develop schematic plans and 3D drawings to visualize the design. Initial plans and 3D design will address

such issues as orientation, interior program needs, sightlines, building access, circulation, and code/regulatory requirements, etc.

The CM/GC will be selected during early design. Architect shall assist in the procurement process. Upon selection of the CM/GC, Architect shall organize in collaboration with the Owner and CM/GC a partnering workshop for all relevant stakeholders including the PDU to establish the collaboration process and project communication protocol to facilitate successful delivery of the Project.

This phase is expected to end with a clear design direction that includes a design presented in BIM showing the building shells and associated functional components to enable use and coordination by the CM/GC. Mechanical Electrical Plumbing ("MEP") design shall also be incorporated to indicate how the building systems integrate with the architectural design. The deliverables shall include finalized floor plans with all program spaces defined and appropriately sized and located. Detailed circulation plans for public, staff, security, and emergency vehicles shall be defined during this phase. Finishes and general furnishings shall also be defined for further refinement in the design development phase. The CM/GC will develop a preliminary cost model based on the schematic design for pre-construction reviews.

3.2.1 BIM Project Execution Planning

3.2.1.1 Architect shall work with the selected CM/GC to develop an integrated BIM Execution Plan to document the project delivery standards and protocols for the BIM uses and deliverables for Owner's approval. See Attachment BIM attached to this Appendix A.

3.2.1.2 This will include and use the current version of Level of Development Specification (LOD) published by BIM Forum to specify and articulate with a high degree of clarity the use, content and reliability of BIM at various stages in the design and construction process, such as elements to be modeled, model element authors, timing for element modeling, precision/details to be included, etc.

3.2.1.3 The entire design and construction team, including Architect and their sub-consultants as well as the selected CM/GC and their sub-contractors, shall all utilize BIM for design, documentation, and delivery of this Project.

3.2.2 Mechanical Electrical Plumbing (MEP) Engineering Design

3.2.2.1 The MEP engineers on the team shall develop a complete integral design to achieve zero net energy and LEED certification as required on the Project, including but not limited to the HVAC, electrical, domestic plumbing, sanitary sewer, roof drainage, natural gas, and fire protection systems. The County may elect to use design-assist or design-build delivery for selected systems and/or design-bid-build delivery for other systems, to be collaboratively determined with Architect and CM/GC to achieve the best value.

3.2.2.2 The MEP engineers will coordinate heating, cooling, and lighting loads incorporating high efficiency energy measures and taking into consideration the exterior skin design and orientation during the design. The MEP engineers shall where possible design for automated controls to minimize the amount of energy required to heat, cool and light up the building, and investigate into the potential of taking advantage of natural

ventilation and automatic dimming of electric lighting based on the amount of available daylight.

- 3.2.2.3 The MEP engineers shall also be responsible for coordinating with the sub-contractors for utility service connections including PG&E, AT&T, and Comcast for new site and building services.

3.2.3 Analysis of Structural Systems

Working with sub-consultants to develop an analysis of structural system options for the Project, considering availability of materials, lead times, cost, and schedule. This task includes a deliverable in the form of a description of alternatives, and a cost analysis of various structural systems.

3.2.4 Acoustics

Develop acoustical requirements in conformance with State and other applicable regulations for all spaces within the Project. Provide recommendations on criteria to the Project Development Unit and strategies for ensuring that criteria have been achieved. Provide plan for integrating acoustical requirements into the bid documents and for overall quality control plan to ensure that acoustical criteria are achieved.

3.2.5 Security

Develop security concepts for both physical and electronic systems, and review with the PDU and relevant user teams. Establish a quality control plan to ensure that the security requirements are achieved, and that the PDU and the user teams have an active role in reviewing the security design from concept through construction, commissioning, and transition.

3.2.6 Other Schematic Design Tasks

- 3.2.6.1 Organize in collaboration with the Owner and CM/GC a partnering workshop for all relevant stakeholders including the PDU to establish the collaboration process and a project communication protocol to facilitate successful delivery of the Project.
- 3.2.6.2 Assist and support the County with the CEQA process as required.
- 3.2.6.3 Coordinate/lead design presentations to Board of Supervisors, user groups and the public as required.
- 3.2.6.4 Gather, coordinate site information needed to support the design e.g. soil condition, topography, flood plains, utilities, etc. Resolve site issues pertaining thereto.
- 3.2.6.5 Identify applicable codes and Authorities Having Jurisdiction for approvals on the Project. Coordinate preliminary review with County Planning and Building Department. Assist the County to obtain necessary approvals from these agencies.
- 3.2.6.6 Coordinate work of all other specialists either as sub-consultants or consultants retained separately by the County as required to successfully complete the Project.

3.2.6.7 Research and develop strategy for Zero Net Energy, LEED and any other applicable energy-saving programs (e.g. PG&E Savings by Design, photovoltaic rebate, etc.) Assist the County to register the Project for LEED certification and other applicable programs.

3.2.6.8 Obtain written approval from PDU on the final Schematic Design package before proceeding to Design Development Phase.

3.3 Design Development Phase

Architect shall work closely with the MEP engineers and the PDU to provide detailed Design Development documents as required to fix and describe the size and character of the entire Project as to civil, landscape, architectural, structural, mechanical, plumbing, electrical, fire sprinklers, fire alarm, security and other applicable building systems, materials, and other such elements as may be appropriate to establish the exact character for the final design. Throughout the design process Architect shall work closely with the CM/GC and Project Development Unit to evaluate budget, quality, potential schedule impacts as any other schedule recovery efforts are needed. At the end of this phase, at a minimum, the following should be finalized and defined:

- 3.3.1 A fully coordinated BIM with all disciplines (Structural, MEP, and Fire Protection) and including space for building services such as fire alarm, IT, AV, Security all modeled and coordinated with architectural spaces and the reflected ceiling plans. Clash detection should be regularly performed and resolved for multi-disciplinary coordination.
- 3.3.2 Final floor plans indicating wall types (to establish materials, fire rating, full/ceiling heights and acoustical rating, etc.), exterior and interior elevations (to show openings, doors and glazing systems, etc.), wall and building sections, and construction details.
- 3.3.3 Interior Space/Furniture Plan, including Fixed and Loose Furniture systems design and specifications.
- 3.3.4 Building sections and exterior wall sections developed indicating exterior materials and glazing systems.
- 3.3.5 Roof plan indicating any roof screen and/or space for rooftop equipment, pads and maintenance walkway.
- 3.3.6 Schedule of doors, frames, windows and hardware developed and clearly indicated on plans.
- 3.3.7 Detail sketches for the design of custom features and schedule of finishes for all spaces throughout.
- 3.3.8 Reflected ceiling plans (RCP) with ceiling materials defined and lighting design complete.
- 3.3.9 Integration of and with HVAC, Mechanical, Plumbing, Electrical, Fire Protection, AV/Phone and Security Systems.
- 3.3.10 Structural drawings illustrating the general structural design of the structure including framing, foundation, lateral support concept and special area

treatments and feature designs.

- 3.3.11 Site and civil plans indicating grading/drainage, site utilities, hardscape, landscape and landscape furniture coordinated with the building, parking and access requirements.
- 3.3.12 Landscape and irrigation plans coordinated with civil finish grades and drainage, planting and ground cover coordinated with building and site furnishings.
- 3.3.13 Landscape paving and layout plans.
- 3.3.14 All equipment plans.
- 3.3.15 Lighting photometric.
- 3.3.16 An outline specification including information from all the sub-consultants.
- 3.3.17 Develop security concept package with cut sheets to include doors, locks, windows, glazing, cameras, lights, public address, alarms, communications, monitoring, and equipment.
- 3.3.18 Assist in selection of materials appropriate for the functions of the spaces.
- 3.3.19 Coordinate the design documentation including the following:
 - 3.3.19.1 Mechanical zoning plan and volumes.
 - 3.3.19.2 Mechanical equipment schedules and system diagrams.
 - 3.3.19.3 Mechanical plan including equipment, duct, and wet piping distribution.
 - 3.3.19.4 Detailed mechanical plans for IDF/MDF rooms and other MEP spaces.
 - 3.3.19.5 Electrical single line diagram including site generated electricity.
 - 3.3.19.6 Electrical lighting plans and schedule coordinated with architectural RCP.
 - 3.3.19.7 Electrical floor and roof plan with data outlets coordinated with all planned equipment. To include but not limited to; equipment location, electrical service, AV equipment and electrical connections, IDF/MDF services. All shall be coordinated with the County's internal user groups. This should also coordinate with mechanical and plumbing systems equipment and with points of connection and power requirements.
 - 3.3.19.8 Electrical enlarged plans for electrical rooms, IDF/MDF room.
 - 3.3.19.9 Electrical site plan showing locations of PG&E transformers, site lighting, and connections.
 - 3.3.19.10 Plumbing equipment schedule and system diagrams.
 - 3.3.19.11 Plumbing plans coordinated with architectural floor plans, civil plans and any other requirements.

3.3.19.12 Fire sprinkler plans coordinated with architectural floor plans, civil plans and any other requirements. Equipment schedules and system diagrams shall also be provided.

3.3.19.13 Multi-disciplinary implementation strategy for Zero Net Energy, LEED, and any other applicable energy-saving programs (e.g. PG&E Savings by Design, photovoltaic rebate, etc.) based on findings from Schematic Design. Include location of site renewable and associated system design.

3.3.20 In addition to regular project coordination meetings, include also meetings to review finishes and custom features with PDU.

3.3.21 One presentation will be required at the end of this process so the PDU Core Team can review and approve the ultimate and final design in one complete package.

3.4 Construction Documentation, Permitting and Bidding Phase

The complete construction documents for bidding shall be expediently produced in coordination with the bidding schedule. Architect shall make effort to ensure that design milestones and other deliverables are achieved as scheduled and without delay.

3.4.1 Construction Documentation and GMP Package

Architect shall prepare Construction Documents as required to obtain required permit for construction and to allow the County to obtain bids based on the established bidding schedule for the construction of the Project. These documents will require a high degree of coordination with all consulting engineers and other associated vendors. The BIM should be completely coordinated to support shop fabrication of all relevant components for the building to maximize the efficiency of the construction process and to save both time and money while maintaining the highest quality. Construction Documentation shall, at a minimum, include at least:

3.4.1.1 Fully coordinated, dimensioned and detailed construction floor plans, reflected ceiling plans, roof plans, sections, exterior and interior elevations showing locations and types of materials, doors, windows, partitions, etc. with all associated schedules and complete specifications for all relevant scope.

3.4.1.2 Enlarged plans, sections and details for specialized areas such as bathrooms, maintenance/storage rooms, IDF/MDF rooms, etc.

3.4.1.3 Interior elevations as required to describe the design of specific design features and highly coordinated areas.

3.4.1.4 Exterior wall and building sections including intersection details.

3.4.1.5 Detailed design drawings to be used as reference in the fabrication and/or installation of interior finish and FF&E.

3.4.1.6 Fully coordinated schedules for finishes, doors, hardware and windows.

- 3.4.1.7 Fully coordinated and detailed FF&E plans and schedules. Coordinate and advise on lead times as required to meet the Project schedule.
- 3.4.1.8 Finish plans with symbols and legends and schedule of finishes showing locations of color and materials throughout the space.
- 3.4.1.9 Fully coordinated and detailed structural drawings and calculations.
- 3.4.1.10 Fully coordinated Mechanical, Electrical and Plumbing Drawing and calculations.
- 3.4.1.11 Fully coordinated and detailed civil drawings clearly indicating the phasing of construction and demolition. Architect shall be responsible to coordinate and submit all required documents for the initial demolition and grading permit to the Authorities Having Jurisdiction as well as the following:
 - 3.4.1.11.1 Completion of the permit application form and obtaining permit approval with County Building and Planning Department, Environmental Health, Redwood City Fire, and any other applicable agencies as required.
 - 3.4.1.11.2 Coordination of the remediation, demolition and grading plans with the structural plans/details and Geotechnical report recommendations.
 - 3.4.1.11.3 Evaluation and recommendation for the demolition and grading sub-contractor bids.
- 3.4.1.12 Fully coordinated and detailed landscape/hardscape and parking plans.
- 3.4.1.13 Specifications manuals for the above, including installation, performance, and warranty requirements.
- 3.4.1.14 Other details and specifications as required.
- 3.4.1.15 Power and communication plans showing the types and locations of electrical, data, telecommunications outlets, and AV equipment. This should be coordinated with the services engineers who will provide the specifications of each piece of equipment.
- 3.4.1.16 Coordination of IT, AV, Security, and Furniture requirements.
- 3.4.1.17 Coordination with all Design Documents including assembling sets for printing.
- 3.4.1.18 Coordination of design submission materials for LEED as required by USGBC.
- 3.4.1.19 Architect shall coordinate with the Owner, Engineering sub-consultants and other Consultants during the course of the Project, including, but not limited to the listing below. Architect shall provide drawings to all Project Team members, depicting and illustrating the elements that influence the layout, design, and cost of engineering systems.
 - Project Development Unit
 - Functional Team Members

- Authorities Having Jurisdiction, where applicable/appropriate
- Maintenance and Engineering of the San Mateo County Department of Public Works

3.4.1.20 Architect and their sub-consultants will prepare, for submission to the Project Development Unit for design review and sign-off at the required stages of the Project. Full complement of documentation shall also be provided for development applications for plan check by appropriate governmental agencies/planning advisor etc. Architect shall respond to inquiries from governmental agencies during the permit process if required, and incorporate all applicable comments into their design expeditiously.

3.4.1.21 Throughout the design process, Architect shall work closely with the Project Development Unit to evaluate budget, quality, potential schedule impacts as any other schedule recovery efforts are needed. In case the cost estimate exceeds the budget, Architect shall work diligently with the CM/GC to update the design to meet the established budget.

3.4.1.22 Architect shall produce a "GMP Cost Estimate Package" at a designated time in the project schedule to be directed by the County and coordinated with the CM/GC to support the establishment of a Guaranteed Maximum Price (GMP) for the Project. This "GMP Cost Estimate Package" shall include all the design information and details (e.g. inclusion, location, quantity, sizing, system & materials specifications, etc.) for all disciplines within the confirmed scope that are necessary for the generation of a detailed cost estimate by the CM/GC, Architect's cost estimate and the Owner's separately and directly contracted cost estimator. Architect shall review the detailed cost estimates, collaborate with the CM/GC and the Owner, and make design adjustments as necessary.

3.4.2 Permitting and Bidding

Architect shall manage and coordinate the collection and distribution of all Contract Documents (including Engineering Documents) to the applicable Permitting Authority.

Architect shall work closely with the Project Development Unit and the CM/GC to ensure an efficient and effective bidding process to maintain the ability to achieve all milestones timely without delay. After PDU written authorization to proceed with the Bidding Phase, Architect shall:

3.4.2.1 Assist the CM/GC to prepare bid packages for bidding.

3.4.2.2 Attend Pre-Bid Conferences and Site Visits.

3.4.2.3 Consult with and advise Owner as to the acceptability of sub-contractors, suppliers and other persons and organizations proposed by the bidders for those portions of the work as to which such acceptability is required by the bidding documents.

3.4.2.4 Consult with Owner concerning, and determine the acceptability of, substitute materials and equipment proposed by bidders.

- 3.4.2.5 Answer bidder questions and/or issue written addenda as appropriate to interpret, clarify or expand the bidding documents, including allowable substitutions of materials and equipment.
- 3.4.2.6 Attend the bid openings and assist Owner in evaluating bids or proposals.
- 3.4.2.7 Prepare a conformed set of drawings and specifications, reflecting the changes made and approved by the Owner during the Bidding Phase.
- 3.4.2.8 Where Bids Exceed Budget:
 - 3.4.2.8.1 If the cumulative total of all lowest responsible, responsive bid received from all trade sub-contractors plus amounts otherwise payable to CM/GC exceed, or if based on trade sub-contractor bids received to date, Owner reasonably determines that they will exceed the latest approved Budgeted Bid Day Construction Cost executed by the CM/GC, Owner may, at its discretion:
 - Award the contracts to the lowest responsible, responsive bidders, and give written approval of an increase in Owner's budget.
 - Reject some or all bids and rebid the applicable contracts.
 - 3.4.2.8.2 If the cumulative bid amount is or is reasonably expected to be more than 10% greater than the Budgeted Bid Day Construction Cost, Owner may require Architect to revise the scope of work to be performed by CM/GC and trade sub-contractors or its quality, or both, so as to reduce the Project Construction Cost for the work, while still meeting Owner's Project objectives. Architect shall at its expense, if so directed by Owner, modify the Construction Documents in order to reduce the Project Construction Costs for the work to be performed by the CM/GC and trade sub-contractors within the Project budget.
- 3.4.3 Other Tasks During This Phase:
 - 3.4.3.1 Develop signage program and bidding documents.
 - 3.4.3.2 Development interior/exterior color palette.
 - 3.4.3.3 Provide final recommendations from acoustical sub-consultant.
 - 3.4.3.4 Develop a cost estimate of the design independent of the CM/GC, if directed by the County, and compare it with the cost estimate provided by the CM/GC as a peer review checks and balances process.
 - 3.4.3.5 Support the establishment of the GMP with the CM/GC.
 - 3.4.3.6 Review bids for the CM/CG and the sub-contractors. Make recommendations to the County in writing for each bid.
 - 3.4.3.7 All corrections and revisions to drawings in response to final permitting and plan check comments must be addressed by Architect prior to the County signing the applicable Construction Contracts.

3.5 Construction Administrative Services

During construction, Architect shall provide and actively participate on site in the following services:

- 3.5.1 Architect shall work with CM/GC to review the General Conditions and Division 1 Specifications (herein called the "**General Conditions**") prior to the award of the Construction Agreement, and shall perform all duties therein which indicate will be performed by the "Architect" or "Architect/Engineer".
- 3.5.2 For purposes of this Appendix A, words and phrases having a defined meaning under the General Conditions shall have that defined meaning in this Appendix A including, but not limited to, the terms "Site", "defective", "Contract Documents", "Shop Drawings", "Samples", "Inspector" and "Contractor".
- 3.5.3 Architect shall designate at least one representative available as needed during the construction phase to verify the construction's general conformance with the design intent of the Construction Documents and to address field coordination issues as they come up. The Architect's representative must be authorized to make design decisions.
- 3.5.4 Consistent with the Standard of Care, Architect shall make visits to the Site at intervals appropriate to the stage of construction and as Owner deems necessary to become generally familiar with the progress and quality of the portion of the work completed, and to observe the work performed, as an experienced and qualified design professional. Architect shall advise Owner in writing of any observations of defective work, work not in conformance with drawings and specifications, and lack of progress of work. Architect shall not supervise, direct, or have control over Contractor's Work. Architect shall not have authority over or responsibility for the construction means, methods, techniques, sequences or procedures or for safety precautions and programs in connection with the Work of the Contractor. Architect does not guarantee the performance of the construction contract by the Contractor and does not assume responsibility for the Contractor's failure to furnish and perform its Work in accordance with the Contract Documents.
- 3.5.5 Review of submittals, such as shop drawings, product data and samples, to verify conformance with design intent, specifications, and details in accordance with the Contract Documents with reasonable promptness so as to cause no delay to the Project. This review shall not include review of the accuracy or the completeness of other information such as quantities, dimensions, weights or gauges, fabrication process, construction of means, coordination of the work with other trades, substantiating instructions for installation or performance of equipment or systems, or construction safety precautions, all of which are the sole responsibility of the Contractor.
- 3.5.6 Responses to the CM/GC's Requests for Information (RFIs) and preparation of documentation for changes, clarifications, and interpretations to the Construction Documents as required with reasonable promptness so as to cause no delay to Contractor or the Project.
- 3.5.7 On change orders, prepare the scope of work, justifications and estimate of the cost where necessary.
- 3.5.8 Any communications between Architect and CM/GC regarding any form of change to the construction contract's Contract Documents (including, but not limited to,

changes in price), and any other party acting on behalf of either, shall be in writing, or if not made in writing, memorialized in writing, and copies of same shall be sent immediately to Director. The Owner shall be copied on all communication between the CM/GC and the Architect. The Owner, in its sole discretion, reserves the right to change this requirement, relax this requirement, or revise this requirement.

- 3.5.9 Submission of design documents required for LEED and coordination with CM/GC on construction submittal requirements for LEED.
- 3.5.10 As required in the General Conditions, Architect shall review all written communications from CM/GC, recommend actions to be taken by Owner, and reply in writing to Director regarding the following:
 - 3.5.10.1 Applications for payment.
 - 3.5.10.1.1 Based on Architect's on-site observations as an experienced and qualified design professional, on information provided and the accompanying data and schedules, Architect shall assist Director in its determination of amounts owing to Contractor and recommend in writing payments to Contractor in such amounts.
 - 3.5.10.1.2 Recommendations of payment by Architect shall constitute a representation to Owner that, to the best of the Architect's knowledge, information, and belief, the work has progressed to the point indicated and, the quality of the work is in general accordance with the Contract Documents.
 - 3.5.10.2 Requests for changes in contract costs or times of completion.
 - 3.5.10.3 Disputes with respect to technical aspects of contract documents.
 - 3.5.10.4 Requests for interpretation and clarification of contract documents
 - 3.5.10.5 Requests for substitution of specified systems and/or materials.
- 3.5.11 Final review and approval of all construction as it relates to the intent of the Architectural Contract documents.
- 3.5.12 Management of the Project punch list process and documentation of the construction punch list in coordination with the County and its consultants.
- 3.5.13 Coordination required for the collection of design changes and as-built conditions based on RFI, marked up prints, drawings and other information provided by the CM/GC at Project completion for incorporation into the final design record documents, inclusive of building signage. Record documentation must be provided to the Project Development Unit in the following formats:
 - BIM – Source files in their native formats (e.g. Revit, Navisworks, etc.)
 - AutoCAD
 - PDF
 - Original source files in other native electronic formats (e.g. Excel, Word, PowerPoint, etc.)
 - Hardcopies – Three (3) sets of full-size paper drawings (24"x36" or 30"x42")
- 3.5.14 Architect shall receive and review all maintenance and operating instructions, schedules, guarantees, bonds and certificates of inspection, tests and approvals that are to be assembled by Contractor in accordance with the Contract Documents and shall transmit them to Owner with written comments and recommendation on their conformance with Contract requirements.

- 3.5.15 Architect shall conduct observations to determine if the work or portions of the work is substantially complete and a final observation to determine if the completed work is acceptable, and will recommend, in writing, whether final payment shall be made to CM/GC and will give written notice to the Director that the work either is or is not acceptable subject to any conditions therein expressed.
- 3.5.16 Meeting Attendance during Construction Phase
The following are the types of meetings expected to be attended by Architect throughout the Project's construction duration.
- 3.5.16.1 Weekly Design Coordination Meeting between other members of the design team.
- 3.5.16.2 Weekly Owner, CM/GC and Architect Meeting during each phase of the Project.
- 3.5.16.3 Any special coordination or change order meetings to resolve project challenges.
- 3.5.17 Document Distribution
Architect shall be responsible for the printing and distribution of all copies of drawings and documentation required by Project Development Unit. See Appendix B for expense reimbursement rules.

3.6 Transition Phase

- 3.6.1 During the Transition Phase, Architect shall make available in person or via telephone to answer questions by the Transition Team related to drawings and other documents.
- 3.6.2 Architect is required to coordinate training on equipment and systems to the Transition Team and selected staff, and all training shall be videotaped.
- 3.6.3 Architect shall coordinate with the County on the expected response times during the warranty period after final completion.
- 3.6.4 Architect shall provide assistance in connection with the refining, adjusting and correcting of any equipment or systems.
- 3.6.5 Architect shall cooperate with Owner's commissioning agent, if any, for specialized equipment and systems.
- 3.6.6 Architect shall provide assistance in connection with completion of punch list work including, but not limited to, preparing the initial comprehensive punch list and conducting follow up site visits (with follow up punch listing if necessary) in addition to other responsibilities under this contract.
- 3.6.7 Together with Owner, Architect shall visit the Project to observe any apparent defects in the completed construction, assist Owner in consultations and discussions with CM/GC concerning correction of such deficiencies, and make recommendations as to replacement, correction, or diminished value of defective work.

4. Periods of Service and Authorization to Proceed

- 4.1 Milestones: Milestones for completion of Phases and tasks within each phase are listed in Appendix C.
- 4.2 Commencement of Services: Architect shall not commence work on any succeeding phase of Services until completion of services and deliverables as outlined in Appendix D for each prior phase of Service and Director has provided Architect with written notice to commence the succeeding phase of Service, unless Director, in its sole discretion, authorizes Architect to do so.

5. Payments to Architect

Payments to Architect shall be made according to Appendix B, "Payments to Architect."

6. Additional Services

- 6.1 Performance: Architect shall submit written proposal in connection with the Additional Services required to be performed by Architect upon request by Owner to state clearly the reasons, impacts to the Project cost and schedule if any, planned tasks and proposed fee (lump sum or hourly not-to-exceed) for Owner's review. Services, which are described hereinafter as Additional Services, must be authorized by Owner in writing prior to performance.

All work or services required as a result of any failure by Architect to perform its obligations under this Agreement shall be performed by Architect at no additional cost as part of Basic Services and shall not be deemed Additional Services.

- 6.2 Compensation for Additional Services: Architect shall be compensated for Additional Services as set forth in Appendix B unless the parties agree on lump sum compensation for particular work activities.

- 6.3 Services: The following services may be considered Additional Services:

- 6.3.1 Changes in scope, such as revisions of approved reports or design documents. Changes in schedule can be a change in scope only if Architect has fully performed its scheduling and coordination responsibilities herein required and the changes in schedule are in addition to these responsibilities.
- 6.3.2 Required out-of-town travel beyond limits specified in Appendix B.
- 6.3.3 Assistance in connection with bid protests and rebidding when such assistance is required by matters unrelated to Architect's deficient performance.
- 6.3.4 Providing any other services requested by Owner that are not otherwise included in this Agreement and are not customarily furnished in accordance with generally accepted architectural, engineering and other professional practice.
- 6.3.5 Providing additional insurance coverage requested by Owner beyond that specified in the Agreement, except that no markup will be allowed. Architect shall promptly comply with such request.

END OF APPENDIX A

ATTACHMENT BIM

BUILDING INFORMATION MODELING

1. Architect's Design and Initial Hosting of BIM

- 1.1 Architect shall develop a set of Building Information Models ("BIM") for the design that includes all key disciplines (architectural, structural, MEP, Fire Protection, etc.) throughout all project phases incorporating all updates/modifications approved by Owner.
- 1.2 Owner will provide "BIM Standard and Specifications for San Mateo County Project Development Unit" at project commencement for Architect to use as guideline to develop the BIM strategy for the Project.
- 1.3 Architect shall work with the CM at-Risk entity ("CM/GC") selected to develop an integrated Building Information Modeling Execution Plan ("BXP") to document the project delivery standards and protocols for the BIM uses, processes and deliverables to submit to the Owner for approval. This will include and use the current version of Level of Development Specification (LOD) published by BIM Forum to specify and articulate with a high degree of clarity the use, content and reliability of BIM at various stages in the design and construction process, such as elements to be modeled, model element authors, timing for element modeling, precision/details to be included, etc. The LOD for the design model elements will vary by component, system and phase in accordance with the established LOD Specification. Following Owner approval, Architect shall develop the BIM in accordance with the BXP as directed or approved by Owner.
- 1.4 The personnel assigned to lead the BIM responsibilities on the Project shall have extensive hands-on experience in successfully delivering complex projects in BIM and possess excellent knowledge in the use of the various BIM software and platforms. Resumes of proposed BIM leads shall be submitted to PDU for review and approval at project commencement. PDU reserves the right to request personnel change as needed
- 1.5 Architect shall author, host, manage, and share the BIM during development of the Project's design prior to construction. Architect's authoring, hosting and managing responsibilities shall include without limitation: (i) creating and developing design models of all applicable disciplines (ii) collecting, coordinating, and the usability of, incoming models from Project participants; (iii) maintaining periodic record copies of models; (iv) aggregating incoming models and making the BIM available for use and viewing by Project participants; (v) performing and assisting in performing clash detection in the models with all Owner-approved modifications; (vi) issuing periodic clash detection reports; (vii) providing and maintaining file sharing of models with Project team; (viii) managing access rights; and (ix) updating the BIM to reflect current designs and revisions.
- 1.6 Architect shall correct and clarify any clashes, coordination, or issues resulting from the BIM within Architect's Basic Services. Coordination and design corrections and clarifications resulting from such further modeling (whether performed by Architect, Contractor, or sub-contractors) shall be within Architect's Basic Services.

2. BIM Kick-off/Coordinating Meetings and Pre-Construction/Construction Phase BIM Activities

- 2.1 At the onset of the BIM design model creation process, the project BIM team will participate in a BIM Kick-Off Meeting at project initiation to review the BIM standard and make updates to BXP as appropriate.
- 2.2 CM/GC and all sub-contractors that will be interacting with or using BIM information will meet with Architect and its design team to develop protocols for developing, implementing, reviewing, and exchanging information through the BIM. Through the BIM kick-off meetings and subsequent

regular coordination meetings, CM/GC, major sub-contractors and Architect's design team will discuss, coordinate, test, and adjust their BIM practices, to allow information to be used, to the greatest practical extent, by all parties for their respective purposes.

- 2.3 Coordination meetings shall be held regularly to review BIM usage and make updates as appropriate to maximize the benefits of BIM to support the Project delivery through all project phases. BIM shall be used as design review tool to facilitate project discussions.

3. Transfer to and Hosting of BIM by CM/GC

- 3.1 Upon the completion of Final Construction Document, Architect shall provide a federated BIM that includes all applicable design disciplines to the CM/GC who will then take over model stewardship to author, host and manage the BIM through construction and until completion of the Project. CM/GC will use the BIM to assist in its work to coordinate the design and the implementation of the design during construction. CM/GC will perform/manage clash detection and coordination process; and use BIM to support the preparation of shop drawings and submittals necessary for construction.

4. Design Record Model

- 4.1 Architect shall coordinate with CM/GC during construction on design changes and incorporate all approved changes into the final federated Design Record Model based on RFI responses, design changes issued in Bulletins, and other information relating to design changes as requested by Architect from CM/GC at Project completion. Federated Model is the assembly of separate distinct discipline models to create a single overall complete building model.

5. Use of BIM by Owner

- 5.1 Architect, its sub-consultants (except Civil and Landscape), CM/GC, and each major sub-contractor must be capable of utilizing the BIM to perform the functions assigned to them.
- 5.2 The intended BIM uses for PDU include, but are not limited to, the following applications. Models shall be set up and developed to support these intended uses:
- Visualization
 - Phasing Study and Analysis
 - Cross-disciplinary Coordination
 - Design and Construction Documentation
 - Program Verification
 - Option Management
 - Design analysis e.g. accessibility, traffic, area, sightline, engineering, energy, daylight, etc.
 - Quantity Takeoff and Cost Estimation (performed by CM/GC supported by Architect)
 - Field BIM
 - Change Management
 - Facility and Asset Management
- 5.3 The BIM and any portion of the BIM is a work for hire for the benefit of Owner and will be provided to Owner as a contract deliverable that may be used by Owner without restriction for the use on this Project. Architect grants to Owner a license in perpetuity to use and reproduce the BIM and any portion of the BIM for any purpose whatsoever related to this Project. CM/GC and its sub-contractors shall transfer to Owner copyrights or licenses necessary for Owner to use the BIM and supporting information.
- 5.4 The BIM is not a Construction Document or Contract Document, and does not supplement or supersede the final permitted Drawings or Specifications.

END OF ATTACHMENT BIM

APPENDIX B

PAYMENTS TO ARCHITECT

This is an Appendix attached to, and made a part of and incorporated by reference with the Agreement dated December 27, 2017 between the County of San Mateo (the “**Owner**”), and Studio Gang Architects, Ltd. (“**Architect**”) providing for professional services.

1. Maximum Payment

- 1.1 Owner shall pay Architect an agreed-upon sum for Basic Project Services.
- 1.2 Excluding Additional Services only, the Maximum Payment to Architect for Services performed under this Agreement shall not exceed progress on the Project Services described in Appendix A, Services to be Performed by Architect, the stated budget for the Services, and the percentage allowances under Paragraph 2.2 below. The total cumulative payment shall not exceed the Maximum Cost as stipulated in Paragraph 1.3 below.
- 1.3 Architect's fee for this Project shall not exceed \$8,600,000 for professional fees and \$673,984 for reimbursable expenses and allowance. This measure shall constitute Architect's full compensation for its work. Fee breakdown is included as Exhibit 1 to this Appendix B.
- 1.4 If Owner changes the scope of the Project referenced in Appendix A Paragraph 1.1, either increasing or decreasing the scope of Architect's Services, then the parties shall agree upon an equitable adjustment limited by the original fee for the Project, Architect's incurred costs and progress under Paragraph 2.2 below, and the revised scope of work and revised fee remaining.

2. Methods of Payment for Services and Expenses of Architect

- 2.1 For Basic Services on the Project: Owner shall pay Architect for basic services rendered under Appendix A sum not exceeding the Maximum Payment Amount for the Project identified in Paragraph 1 above, and, for the phases listed in Paragraph 2.2 below, a sum not exceeding the amount so allocated to that phase. Within each phase listed in Paragraph 2.2 below, Architect shall be paid according to its percentage completion of each phase.

2.2 Maximum Payment to Architect by Phase

PHASE	MAX % ¹
Research, Concept Design and Programming Phase	15%
Schematic Design Phase	15%
Design Development Phase	20%
Construction Documentation, Permitting and Bidding Phase	
GMP Cost Estimate Package	25%
Permitting	3%
Bidding	2%
Construction Administration Phase	15%
Transition Phase	5%
TOTAL BASIC SERVICES	100%

Note 1: Upon the written authorization of PDU, the maximum billable % for a phase may be adjusted.

2.3 Additional Services. Owner shall pay Architect for Additional Services rendered under Appendix A as follows:

- 2.3.1 General. For Additional Services of Architect's principals, technical staff and sub-consultants engaged directly on the Project and rendered pursuant to Appendix A Paragraph 6, on the basis of a lump sum negotiated between the parties, or, at Owner's option, on an Hourly Basis in accordance with Paragraph 2.3.2 below.
- 2.3.2 Hourly Basis. For Additional Services on an hourly basis, Architect agrees that all billing will be billed at the Billing Rate in accordance with the attached as Exhibit 2 to this Appendix B and be limited to a not-to-exceed amount upon prior written approval of the Owner.
- 2.3.3 Billing Rates apply to all professional personnel (technical and non-technical staff) engaged directly on the Project. Architect shall not bill for or receive compensation for other business or administrative personnel or secretarial personnel. For purposes of this Agreement, Architect's Billing Rates are attached as Exhibit 2 to this Appendix B.

2.4 Reimbursable Expenses and Allowance. Except as set forth in Paragraph 2.4.1 below, Owner shall pay Architect the actual cost of all Reimbursable Expenses incurred only in connection with Additional Services. Allowance shall require Owner's prior written approval for any Owner initiated design service.

- 2.4.1 Billable Reimbursable Expenses. On Basic Services, Owner shall pay Architect cost for expenses for pre-authorized (e.g. trips identified in the travel schedule in Exhibit 3 to this Appendix B) and authorized (advance requests required) out-of-town travels, plotting, photocopying and postage. For expenses not required by the Agreement, the Owner shall reimburse the following expenses, whether incurred on Basic Services or Additional Services: printing of Drawings, Specifications, and Bidding Documents in addition to the original set plus one set; and fees paid to government agencies on behalf of the Owner.
- 2.4.2 Reimbursement Requirements. All reimbursables are on an actual-cost basis without mark-up. When invoicing for reimbursable costs, detailed back up shall be provided to the County, including detailed material or equipment fees, receipts, hourly rates, time spent on tasks and a description of the task ("**Detailed Backup**"). Use of sub-consultants, with required advanced authorization in writing, must also present in the Detailed Backup.

Office overhead is deemed to have been included in the Billing Rates provided herein within the classifications of the professional rate schedule, and cannot be billed separately or additionally. Overhead includes, but is not limited to, accounting functions, office functions, certified payroll compliance, office equipment, phone calls, postage, maintaining books and records, filing, word processing, dictation, office overhead, etc.

Deliverables as specified in the scope in hardcopies or electronically are not reimbursable (reports, photos, drawings, etc.), except when additional hardcopies are required.

- 2.4.3 Travel Costs. There are some general guidelines regarding reimbursement rates that will apply. In general, the following restrictions should be followed:
 - a. Reimbursable Expenses shall not include Local Travel, see below for definition.
 - b. Travel expense beyond Local Travel for travel by automobile shall be reimbursed at the current rate set by the U.S. Government, and for travel by other means shall be the actual expense incurred by the Firm without mark-up.
 - c. "Local Travel" means travel between Firm's offices and San Mateo County, and travel to any location within a fifty-mile radius of either Firm's office or San Mateo County.

Reimbursement for the actual cost of lodging, meals, and incidental expenses ("LM&I Expenses") is limited to the then-current Continental United States ("CONUS") rate for the location of the work being done (San Mateo/Foster City/Belmont, California), as set forth in the Code of Federal Regulations and as listed by the website of the U.S. General Services Administration (available online by searching www.gsa.gov for the term 'CONUS'); airline and car rental travel expenses ("Air & Car Expenses") are limited to reasonable rates obtained through a cost-competitive travel service (for example, a travel or car-rental website), with air travel restricted to coach fares and car rental rates restricted to the mid-level size range or below; and certain other reasonable travel expenses ("Other Expenses") such as taxi fares, parking costs, train or subway costs, etc. are reimbursable on an actual-cost basis without mark-up. If there are no air flights involved, rental cars and pay for rides, where allowed, are reimbursed at the GSA rate from the office or place of ride origin, whichever is less.

3. Times of Payments

- 3.1 Architect shall be paid according to actual percentage of completion of designated phases of the Basic Services as specified in Paragraph 2.2 above.
- 3.2 Architect shall submit monthly invoices for Basic and approved Additional Services rendered including Reimbursable Expenses incurred. The statements will be based on Architect's estimate of the proportion of completion of each phase of service set forth above, utilizing the design schedule organized by task. The Owner shall promptly review Architect's monthly invoice, and provided it is acceptable, shall promptly make payment thereon.

END OF APPENDIX B

Company Name	Project Role/Discipline	Proposed Fee per Phase (See PART 5 OUTLINE OF SCOPE OF WORK for detailed description)					Sub-Total Fee
		Concept/ Programming	SD	DD	CD/Permit/ Bidding	CA	
KMD	Associate Architect	\$96,872	\$390,432	\$312,860	\$468,300	\$155,660	\$1,424,124
Studio Gang	Architect of Record/Design Architect	\$494,394	\$557,890	\$704,073	\$660,686	\$971,343	\$3,388,387
Architecture total							\$4,812,511
Proposed Sub-consultants: (Note that the County may elect to initiate a separate procurement process in collaboration with the Architect to select certain or all sub-consultants.)							
Studio Gang (in-house)	Interior Design	Included in above calculations					-
Conger Moss Guillard	Landscape Architecture	\$117,215	\$143,727	\$187,098	\$246,143	\$143,125	\$837,308
Telamon	Civil Engineering	\$34,961	\$43,701	\$43,701	\$161,693	\$34,961	\$319,016
Magnussen Klemencic Associates	Structural Engineering	\$13,110	\$26,221	\$8,740	\$8,740	\$4,370	\$61,181
SOHA	Structural Engineering	\$4,370	\$17,480	\$117,992	\$218,504	\$122,362	\$480,709
Integral	MEP Engineering	\$111,679.93	\$111,679.93	\$223,359.85	\$446,719.71	\$223,359.85	\$1,116,799
Integral	Fire Protection	\$1,942	\$1,942	\$3,885	\$7,769	\$3,885	\$119,423
Integral	Low Voltage	\$3,496	\$3,496	\$6,992	\$13,984	\$6,992	\$34,961
Smith, Fause & McDonald	Security Electronics	\$1,573	\$3,846	\$10,401	\$14,509	\$4,248	\$34,576
Smith, Fause & McDonald	Audio-visual	\$1,573	\$6,433	\$16,239	\$23,371	\$9,964	\$57,580
Papadimos Group	Acoustics	\$9,614	\$13,110	\$15,732	\$20,102	\$17,480	\$76,039
TBD Consultants	Cost Estimation	\$28,843	\$56,811	\$39,331	\$48,071	\$0	\$173,055
	Add rows for other relevant specialty services not listed above (e.g. Sustainability, Life Safety, Elevators, etc.)						
Atelier 10	Sustainability	\$21,850	\$27,969	\$21,850	\$8,740	\$0	\$80,410
Syska Hennessey	Vertical Transport	\$2,185	\$6,337	\$10,270	\$14,421	\$6,774	\$39,986
Jensen Hughes	Code & Accessibility Review	\$7,027	\$13,320	\$14,439	\$12,446	\$7,761	\$54,993
Sub-consultants total							\$3,386,037
Other Proposed Services:							
Identify any additional fee(s) associated with BIM production and list the itemized costs if any.		\$0	\$800	\$1,300	\$1,800	\$0	\$3,900
Provide allowance for design level site survey		\$28,440	\$0	\$0	\$0	\$0	\$28,440
Provide budget allowance for various levels of LEED Certification:							
Certified		\$2,000	\$11,500	\$32,000	\$43,000	\$74,500	\$163,000
Silver		\$0	\$0	\$0	\$0	\$0	\$0
Gold		\$0	\$0	\$0	\$18,000	\$3,000	\$21,000
Platinum		\$0	\$0	\$0	\$5,000	\$17,500	\$22,500
Provide allowance for design option that includes the Traffic Court portion of the site (base fee assumes Traffic Court not demolished)		\$49,895	\$25,745	\$33,204	\$24,154	\$29,614	\$162,612
Total Proposed Fee** =		\$1,029,041	\$1,450,939	\$1,771,467	\$2,405,154	\$1,759,399	\$8,600,000
Allowance for one(1) physical model for public display (NTE) =							\$40,000
Allowance for Lighting and Graphics/Signage Consultants =							\$300,000
Reimbursable Expenses Allowance*** =							\$333,984
***Estimated Reimbursable Travel Expenses included in the Reimbursable Expenses Allowance (see Exhibit 3 to Appendix B for breakdown) =		\$20,075	\$18,590	\$15,785	\$11,880	\$31,350	\$97,680
Grand Total Fee =							\$9,273,984
Owner's Contingency* =							\$500,000
Total Project Budget =							\$9,773,984
* Expenditure of Owner's Contingency shall be managed & authorized by PDU only and excluded from the Architect's total fee.							
**Digital modeling and renderings for presentations or publications are not included and will be billed as an Additional Service at \$7,000 per print-ready image, post-3D modeling.							
NOTE: PLEASE FOLLOW THE INSTRUCTIONS AS REQUIRED IN PART 6, SECTION 6.04 OF THIS RFP. PLEASE ATTACH THIS FEE MATRIX IN AN EXCEL FORMAT TO YOUR PROPOSAL.							
6.04 Compensation							
Propose your fee by attaching the requirements stated below to Exhibit B in Part 14 of the RFP. Please include the Architect Fee Matrix using the template provided in Microsoft Excel (download at http://cmo.smcgov.org/cob3-documents) and in accordance with the following directions:							
A. Your fee should be broken out by the phases described in the Scope of Work. Propose your fee on a Lump Sum basis, broken out by project phase.							
B. Identify reimbursable expenses that will be charged to the Project. Include an allowance for a physical model for public display. Provide an estimate in the line items provided in Attachment of what you believe these expenses should be for the Project.							
C. Provide lump sum fees, by phases described in the Scope of Work, for any sub-consultants you would propose to include with your team. Follow the same format as shown in the Architect Fee Matrix for each sub-consultant. Also include mark-ups on sub-consultants, if applicable. Note that the County may elect to initiate a separate procurement process in collaboration with the Architect to select certain or all sub-consultants.							
D. Although engineers and other consultants' costs are not a mandatory part of this RFP, provide a budget for the types of engineers and sub-consultants you anticipate will be required to complete the Project. Note that the Geotechnical engineer and Environmental consultants will be hired separately directly by the County.							
E. Include hourly rates for all personnel.							
F. Identify any additional fee(s) associated with BIM production and list the itemized costs if any.							
G. Confirm if your fee will change if the owner elects to use design/build or design assist for certain trades.							

Team Commitment and Availability

6.02 A-1. Role and Time Commitment of Each Team Member

While the project organization structure in 6.02E and roles described in 6.03E provide an overview of how we will work with you, the chart below is a reflection of our team and personal dedication to supporting San Mateo County from start to finish.

		Concept & Programming	SD	DD	CD	CA	Hourly Rate
Leadership	Principals and Directors						
	Jeanne Gang, Director of Design	12.5%	7.5%	5%	2.5%	2.5%	\$495
	Mark Schendel, Managing Principal	12.5%	12.5%	12.5%	5%	5%	\$425
	Steve Wiesenthal, Principal in Charge	50%	40%	20%	12.5%	5%	\$300
	Margaret Cavenagh, Principal	20%	15%	15%	12%	5%	\$300
	Kavinder Singh, CM@Risk Leadership	5%	5%	5%	5%	0%	\$300

Project Lead	Magda Wala, Project Manager / Project Architect	100%	100%	100%	75%	12.5%	\$210
	Lari Diaz, Project Planner	25%	30%	10%	0%	0%	\$265
	Paige Adams, Senior Interior Designer	15%	15%	20%	20%	5%	\$210

Design Team	Design Documentation						
	Architect III	0%	0%	0%	100%	0%	\$210
	Architect II	100%	100%	200%	100%	100%	\$155
	Architect I	100%	200%	100%	100%	30%	\$120
	Intern	50%	50%	50%	0%	30%	\$100
	Digital Modeling	15%	15%	5%	0%	0%	\$170
	Modeling and Visualization	15%	15%	10%	0%	0%	\$125

Control	QA/QC						
	Mauricio Sanchez	0%	15%	25%	20%	5%	\$210

6.02 A-2. Current and Projected Work on Other Projects:

For each team members' projected work on other projects, please see previous page (6.01 C. Forecasted Workload)

6.02 A-3. Detail on Project Approach

Please see 6.03 for more information on project approach.

San Mateo County Government Center - Draft Studio Gang Travel Plan

Travel Breakdown

<i>Phase</i>	<i>Team Member</i>	<i>Trip Duration (days)</i>	<i>Number of Trips (per phase)</i>	<i>Subtotal</i>
Concept + Programming	Senior Project Leader	3	3	\$5,940
	3 Team Members	3	3	\$5,940
	Jeanne Gang / Mark Schendel	1	3	\$5,115
	Margaret Cavenagh	2	2	\$3,080
				\$20,075 ConceptPhase Subtotal
Schematic Design	Senior Project Leader	3	3	\$5,940
	2 Team Members	2	4	\$6,160
	Jeanne Gang / Mark Schendel	2	2	\$3,410
	Margaret Cavenagh	2	2	\$3,080
				\$18,590 SD Phase Subtotal
Design Development	Senior Project Leader	3	4	\$7,920
	1 Team Member	3	2	\$3,960
	Jeanne Gang	1	1	\$1,705
	Margaret Cavenagh	1	2	\$2,200
				\$15,785 DD Phase Subtotal
Construction Documentation	Senior Project Leader or QA/QC	2	3	\$4,620
	2 Team Members	2	4	\$6,160
	Margaret Cavenagh	1	1	\$1,100
				\$11,880 CD Phase Subtotal
Construction Administration	Senior Project Leader or QA/QC	2	6	\$9,240
	1 Team Member	2	10	\$15,400
	Jeanne Gang	2	2	\$3,410
	Margaret Cavenagh	1	3	\$3,300
				\$31,350 CA Phase Subtotal
				\$97,680 Total Travel Allowance

Note: Additional travel as requested by the client or deemed necessary for the Project such as precedent project site visits will be additional

APPENDIX C

MILESTONE SCHEDULE

This is an Appendix attached to, and made a part of and incorporated by reference with the Agreement dated December 27, 2017 between the County of San Mateo (the “**Owner**”), and Studio Gang (“**Architect**”) providing for professional services.

PHASE	MILESTONE COMPLETION DATE
Research, Concept Design and Programming Phase	March 31, 2018
Schematic Design Phase	July 15, 2018
Design Development Phase	November 30, 2018
Construction Documentation, Permitting and Bidding Phase	July 30, 2019
Construction Administration Phase	December 31, 2020
Transition Phase	February 28, 2021

END OF APPENDIX C

APPENDIX D

DELIVERABLES

This is an Appendix attached to, and made a part of and incorporated by reference with the Agreement dated December 27, 2017 between the County of San Mateo (the “**Owner**”), and Studio Gang (“**Architect**”) providing for professional services.

Architect’s deliverables under the Agreement are as follows: Architect shall submit to Owner all design documents (e.g. drawings, specifications, schedules, etc.) in hardcopy, PDF, and electronic files in their native format (e.g. Word, Excel, Revit, Navisworks, SketchUp, etc.) on CD or DVD or flash drive. No proprietary software can be used for deliverables.

The deliverables required by each of the Design Phase shall be work products from the scope of services outlined for each corresponding phase as defined in Paragraph 3 of Appendix A that include, without limitation, the following:

1. Research, Concept Design and Programming Phase

- 1.1 Visioning workshop summary
- 1.2 Field tours at two (2) existing facilities comparable/relevant to the scope of this Project to be collaboratively selected with Owner’s team.
- 1.3 Documentation of meeting discussions with users/stakeholders and decision tracking.
- 1.4 Architectural space program including but not limited to the required functions and program elements, departmental organization, required square footage, space adjacency diagrams, circulation flow diagrams, etc. Include also comparison of programmed areas vs. actual design areas in design options.
- 1.5 Preliminary list of specialized furniture, fixture, and equipment (“FF&E”).
- 1.6 Conceptual plans on design options with one (1) approved option to proceed into Schematic Design.
- 1.7 Project description and design documents if needed to support CEQA process.
- 1.8 Phasing and demolition strategy package including but not limited to site phasing plans, preliminary demolition plans, and coordinated site remediation documents.
- 1.9 Preliminary project schedule with estimated timeline by task for all design and construction activities.
- 1.10 Presentation of finalized concept design to PDU for review and approval.

2 Schematic Design Phase

- 2.1 Partnering workshop organized in collaboration with the Owner and CM/GC with all relevant stakeholders including the PDU.
- 2.2 Integrated BIM Project Execution Plan that was collaboratively developed with the selected CM/GC documenting the BIM project delivery standards, protocols, LOD specifications, deliverables, etc. in accordance with the Attachment BIM to Appendix A.

- 2.3 Schematic Design layouts, sketches, and conceptual design criteria, with supporting reports and exhibits. Provide the progress BIM at the end of this phase for record.
- 2.4 Area report listing all the spaces in the Architectural Space Program and comparison of the programmed areas vs. actual design areas.
- 2.5 Detailed circulation plans for public, staff, security, and emergency vehicles.
- 2.6 Comparative studies for major building systems and summary on the analysis performed for the various systems including but not limited to MEP, structural, acoustics, security, etc. Include studied alternatives, cost analysis, findings, and recommendations/conclusions.
- 2.7 Preliminary code analysis identifying the applicable codes and Authorities Having Jurisdiction. Coordination of initial review meetings with Authorities Having Jurisdiction.
- 2.8 Initial coordination on utility services including PG&E, AT&T, Comcast, etc. for new site and building services.
- 2.9 Sustainability Design Strategy Report to summarize plan to achieve LEED certification and Zero Net Energy. Include a preliminary LEED checklist and assist the County to register the Project for LEED and other applicable energy-saving programs.
- 2.10 Refinement of Work phasing recommendations based on the Schematic Design.
- 2.11 Information and diagrams for project meetings, including reports of interfacing meetings with user groups and decision tracking.
- 2.12 Project description and design documents if needed to support CEQA process.
- 2.13 Design presentation to the Board of Supervisors, user groups and the public as required. Assume one (1) meeting for this phase.
- 2.14 Project schedule including work plan by task and status for all design activities, statutory submissions and approvals, project meetings, PDU reviews and approvals, coordination of pre-construction tasks, etc.
- 2.15 Recommendation on additional information, sub-consultants, and/or specialists required for the Project.
- 2.16 Presentation of finalized schematic design to PDU for review and approval.

3 Design Development Phase

- 3.1 Design Development package including but not limited to:
 - Floor plans, reflected ceiling plans, roof plans
 - Structural framing plans
 - Civil plans, site plans, landscape plans, irrigation plans
 - Interior design plans including furniture, fixture and equipment
 - FF&E schedule
 - Exterior & interior elevations
 - Building & wall sections
 - Door/frame/window/hardware schedules
 - Finishes schedules
 - MEP/FP/Security/Communication/AV/IT System plans

- Mechanical zoning plans, equipment layout & schedules, system diagrams
 - Electrical single line diagrams including site generated electricity
 - Electrical lighting plans, schedules & photometric
 - Outline specifications, including written design criteria for mechanical and electrical systems
- 3.2 Fully coordinated BIM including all major disciplines (Structural, MEP, Fire Protection) and clash detection reports.
 - 3.3 Report on proposed materials, systems, finishes, custom features organized by location, department and space type.
 - 3.4 Area report listing all the spaces in the Architectural Space Program and comparison of the programmed areas vs. actual design areas.
 - 3.5 Reports on whether further data, information or permits or reports are needed.
 - 3.6 Updated comparative studies for major building systems.
 - 3.7 Updated Sustainability Design Strategy Report including progress checklist for LEED and Zero Net Energy implementation plan based on findings from Schematic Design.
 - 3.8 Updated Code Analysis Report and technical criteria, written descriptions and design data as needed for permits and approvals.
 - 3.9 Documentation of information and diagrams discussed/presented at project meetings and decision tracking.
 - 3.10 Preparation of supplementary conditions to the Construction Contract and additional bidding requirements.
 - 3.11 Project schedule including work plan by task and status for all design activities, statutory submissions and approvals, project meetings, PDU reviews and approvals, coordination of pre-construction tasks, etc.
 - 3.12 Design presentation to PDU at the end of this phase for review and approval.

4 Construction Documentation, Permitting and Bidding Phase

- 4.1 Guaranteed Maximum Price (GMP) Package (tentatively at 80% Construction Documents) including all the design information and details (e.g. inclusion, location, quantity, sizing, system & materials specifications, etc.) for all disciplines within the confirmed scope that are necessary for the generation of a detailed cost estimate by the CM/GC and the Owner's separately and directly contracted cost estimator. The GMP Package should include but is not limited to the following coordinated, dimensioned and detailed set of:
 - Floor plans, reflected ceiling plans, roof plans
 - Structural framing plans, details and calculations
 - Civil plans, site plans, landscape plans, irrigation plans
 - Interior design plans including furniture, fixture and equipment
 - FF&E schedule
 - Exterior & interior elevations
 - Building & wall sections
 - Construction details
 - Door/frame/window/hardware schedules

- Finishes schedules
 - MEP/FP/Security/Communication/AV/IT System plans and schedules
 - Mechanical zoning plans, equipment layout & schedules, system diagrams
 - Electrical single line diagrams including site generated electricity
 - Electrical lighting plans, schedules & photometric
 - Power and communication plans
 - Full technical specifications for all design elements and disciplines
 - Any other information and details as required for the development of an accurate GMP by the CM/GC.
- 4.2 Cost estimate of the GMP Package independent of the CM/GC, if directed by the County.
- 4.3 100% Construction Documents package including but not limited to fully coordinated, dimensioned and detailed set of:
- Floor plans, reflected ceiling plans, roof plans
 - Structural framing plans, details and calculations
 - Civil plans, site plans, landscape plans, irrigation plans
 - Interior design plans including furniture, fixture and equipment
 - FF&E schedule
 - Exterior & interior elevations
 - Building & wall sections
 - Construction details
 - Door/frame/window/hardware schedules
 - Finishes schedules
 - MEP/FP/Security/Communication/AV/IT System plans and schedules
 - Mechanical zoning plans, equipment layout & schedules, system diagrams
 - Electrical single line diagrams including site generated electricity
 - Electrical lighting plans, schedules & photometric
 - Power and communication plans
 - Full technical specifications for all design elements and disciplines
 - Any other construction documents as required for permitting and construction
- 4.4 Permit Set for securing statutory permits and approvals necessary for the construction of the Project, including the demolition and grading permit from the Authorities Having Jurisdiction coordinated with site remediation documents as well as evaluation and recommendation for the demolition and grading sub-contractor bids.
- 4.5 Fully coordinated federated BIM including all major disciplines (Structural, MEP, Fire Protection) and clash detection reports.
- 4.6 Report on finalized selected materials, systems, finishes, custom features organized by location, department and space type. Include color palette for key interior and exterior spaces.
- 4.7 Report on final recommendation from acoustical sub-consultant.
- 4.8 Updated comparative studies for major building systems as needed.
- 4.9 Updated Sustainability Design Strategy Report including status for LEED submission and Zero Net Energy calculations.
- 4.10 Documentation of information and diagrams discussed/presented at project meetings and decision tracking.

- 4.11 Project schedule including work plan by task and status for all design activities, statutory submissions and approvals, project meetings, PDU reviews and approvals, coordination of pre-construction tasks, bidding, construction activities, etc.

- 4.12 **Bidding Phase**

- 4.12.1 Preparation of supplementary conditions to the Construction Contract and additional bidding requirements (where necessary).
 - 4.12.2 Preparation of Bid Documents incorporating all corrections and revisions in response to final permitting and plan check comments.
 - 4.12.3 Written responses to bid questions relating to design and preparation of addenda (where necessary).
 - 4.12.4 Written determinations regarding proposed substitutions.
 - 4.12.5 Conformed set of drawings and specifications incorporating all bid addenda.

- 5 **Construction Administration Phase**

- 5.1 Site observation reports
 - 5.2 Written responses to RFIs, submittals, change order requests, substitution requests, etc.
 - 5.3 Written recommendation of CM/GC payment applications.
 - 5.4 Certificates of Substantial Completion and Final Completion.
 - 5.5 Punch lists
 - 5.6 **Project Closes-out:** Record documentation in three (3) set of reproducible record prints (hardcopy), PDFs, and electronic files in the native format of the source documents.
 - 5.6.1 Drawings in full size (24"x36" or 30"x42") and Technical Specifications incorporating changes made during construction.
 - 5.6.2 Finalized reports, schedules, calculations, and any other design submittals.

- 6 **Transition Phase**

- 6.1 Documentation of training materials provided to Transition Team and selected staff (where applicable).
 - 6.2 Status report of punch list rectification.

- 7 **BIM.** See deliverable requirements per Attachment BIM to Appendix A.

END OF APPENDIX D

APPENDIX E

INSURANCE

This is an Appendix attached to, and made a part of and incorporated by reference with the Agreement dated December 27, 2017 between the County of San Mateo (the “Owner”), and Studio Gang (“Architect”) providing for professional services.

1. **Architect’s Duty to Show Proof of Insurance.** Prior to the execution of this Agreement, Architect shall furnish to Owner Certificates of Insurance showing satisfactory proof that Architect maintain for the entire period required by this Agreement, as further described below, the following insurance, in a form satisfactory to Owner and with an insurance carrier satisfactory to Owner, authorized to do business in California and rated by A. M. Best & Company “A” or better, financial category size IX or better, which will protect those described below from claims described below which arise or are alleged to have arisen out of or result from the acts or omissions of Architect for which Architect may be legally liable, whether performed by Architect, or by those employed directly or indirectly by it, or by anyone for whose acts Architect may be liable:

- 1.1 Commercial General Liability Insurance

Commercial general liability insurance, written on an “occurrence” basis, which shall provide coverage for bodily injury, death and property damage resulting from operations, products liability, liability for slander, false arrest and invasion of privacy arising out of professional services rendered hereunder, blanket contractual liability, broad form endorsement, products and completed operations, personal and advertising liability, with per location limits of not less than \$2,000,000 annual general aggregate and \$2,000,000 each occurrence.

- 1.2 Business Automobile Liability Insurance

Business automobile liability insurance with limits not less than \$1,000,000 each occurrence including coverage for owned, non-owned and hired vehicles.

- 1.3 Workers’ Compensation Insurance

Workers’ Compensation Employers’ Liability limits required by the laws of the State of California. Architect’s Worker’s Compensation Insurance policy shall contain a Waiver of Subrogation. In the event Architect is self-insured, it shall furnish Certificate of Permission to Self-Insure signed by Department of Industrial Relations Administration of Self-Insurance, State of California.

- 1.4 Professional Liability Insurance

Professional Liability Insurance, either (a) specific to this Project only, with limits not less than \$2,000,000 each claim, or (b) limits of not less than \$2,000,000 each claim, all with respect to negligent acts, errors or omissions in connection with services to be provided under this Agreement. Architect shall annually provide evidence of this coverage for at least five (5) years after the completion of the Services.

2. Insurance terms and conditions:

2.1 Additional Insureds:

2.1.1 Status of County of San Mateo as Additional Insured.

On Architect's Commercial General Liability and Automobile policies, the County of San Mateo, and its Supervisors, officers, officials, representatives, employees, Architects, and agents, shall be named as additional insureds, but only with respect to liability arising out of the activities of the named insured, and there shall be a waiver of subrogation as to each named and additional insured.

2.2 The policies shall apply separately to each insured against whom claim is made or suit is brought except with respect to the limits of the company's liability.

2.3 Certificates of Insurance shall include the following statement: "Written notice of cancellation, non-renewal or of any material change in policy shall be mailed to Owner in advance of the effective date thereof."

2.4 Architect's insurance shall be primary insurance and no other insurance or self-insured retention carried or held by any named or additional insureds other than that amount Architect shall be called upon to contribute to a loss covered by insurance for the named insured.

2.5 Nothing herein contained shall be construed as limiting in any way the extent to which Architect or any of its Sub-consultants or employees may be held responsible for payment of damages resulting from their operations.

END OF APPENDIX E

ATTACHMENT I

Assurance of Compliance with Section 504 of the Rehabilitation Act of 1973, as Amended

The undersigned (hereinafter called "Contractor(s)") hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended, all requirements imposed by the applicable DHHS regulation, and all guidelines and interpretations issued pursuant thereto.

The Contractor(s) gives/give this assurance in consideration of for the purpose of obtaining contracts after the date of this assurance. The Contractor(s) recognizes/recognize and agrees/agree that contracts will be extended in reliance on the representations and agreements made in this assurance. This assurance is binding on the Contractor(s), its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Contractor(s).

The Contractor(s): (Check a or b)



a. Employs fewer than 15 persons.



b. Employs 15 or more persons and, pursuant to section 84.7 (a) of the regulation (45 C.F.R. 84.7 (a), has designated the following person(s) to coordinate its efforts to comply with the DHHS regulation.

Name of 504 Person:

Name of Contractor(s):

Street Address or P.O. Box:

City, State, Zip Code:

I certify that the above information is complete and correct to the best of my knowledge

Signature:

Title of Authorized Official:

Date:

*Exception: DHHS regulations state that: "If a recipient with fewer than 15 employees finds that, after consultation with a disabled person seeking its services, there is no method of complying with (the facility accessibility regulations) other than making a significant alteration in its existing facilities, the recipient may, as an alternative, refer the handicapped person to other providers of those services that are accessible."

Issued by County of San Mateo Contract Compliance Committee August 5, 2013

Exhibit 1 to
Appendix A

County of San Mateo California

Civic Life

New County Office Building County Government Center, Redwood City

Proposal

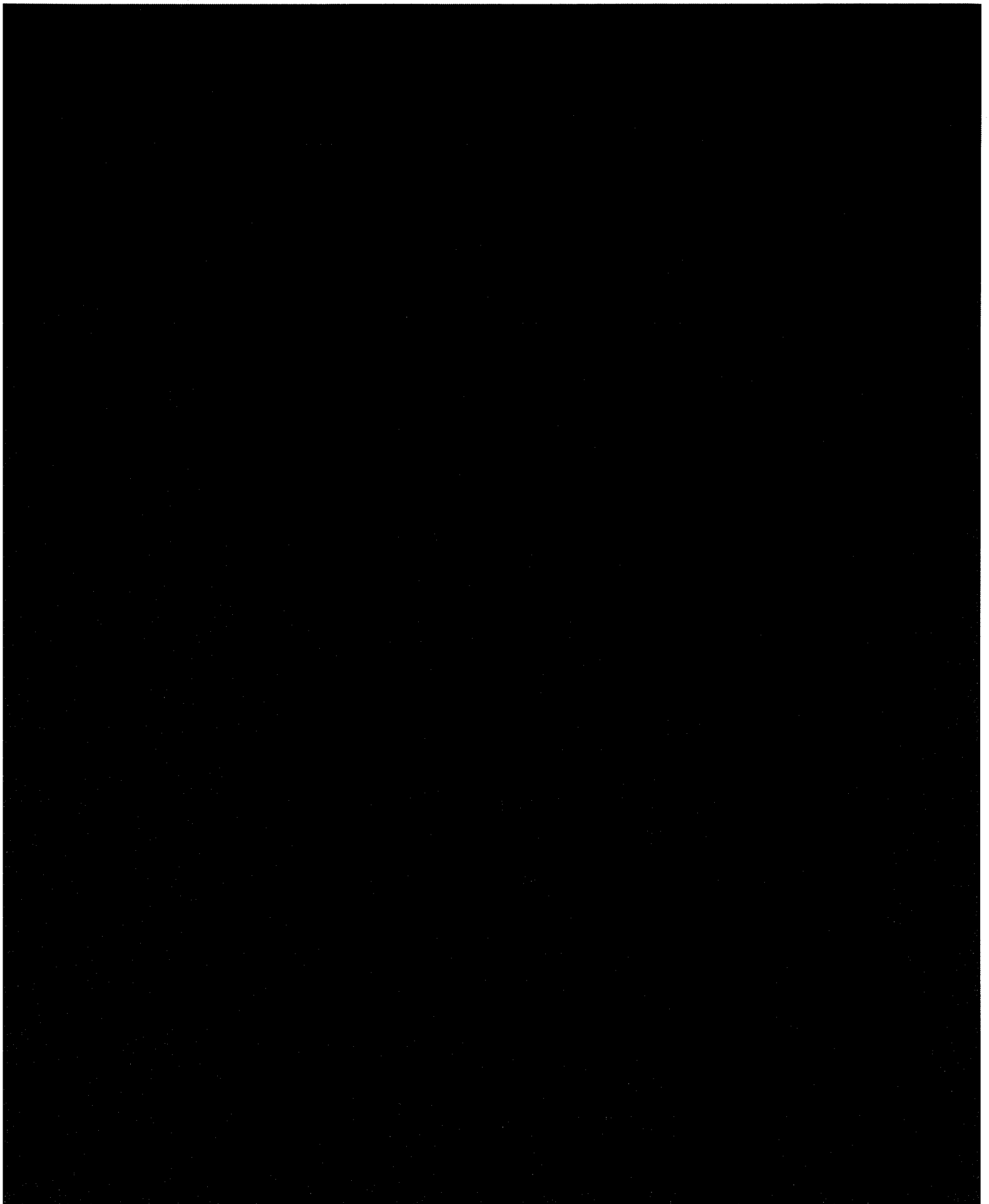
Presented to the
San Mateo County Project Development Unit
October 16, 2017
Revised December 20, 2017



Studio Gang

Chicago | New York | San Francisco

studiogang.com

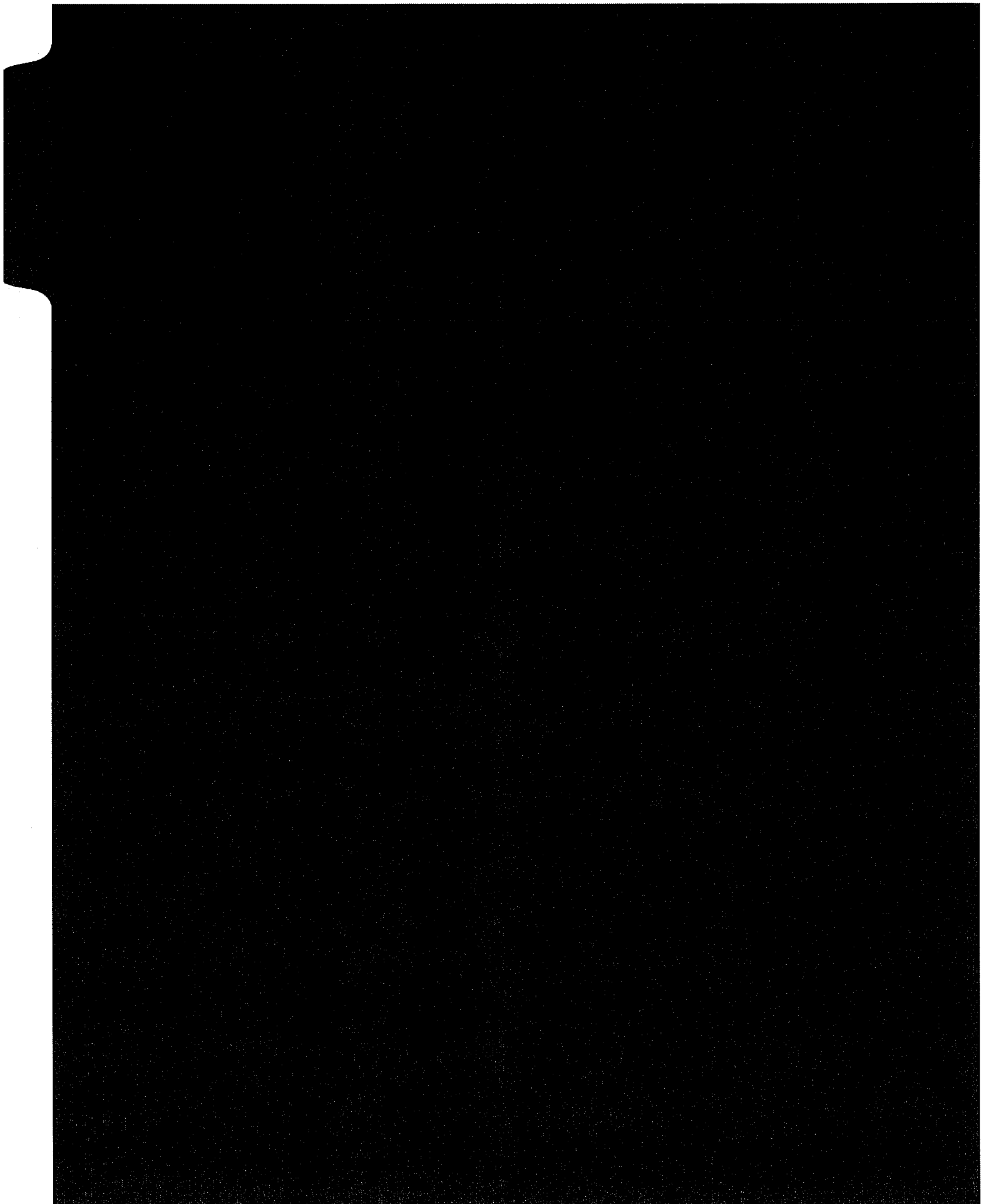


Company Information & Qualifications

"Aqua reclaims the notion that thrilling and beautiful form can still emerge out of the realm of the practical."

—Paul Goldberger,
The New Yorker

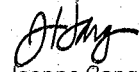
Aqua Tower, Chicago, IL, 2010
LEED-NC



Dear Sam and the San Mateo County Selection Committee,

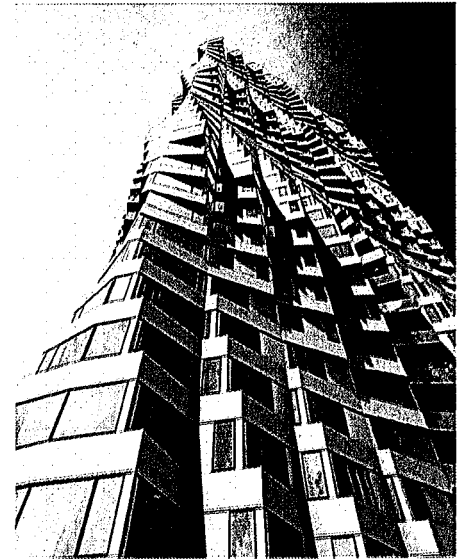
Studio Gang and KMD are pleased to present to you our Proposal for the design of the new San Mateo County Office Building, and to further outline our plan for the design and management of this important public project. We heard you describe this project as a "once in a lifetime opportunity," and applaud your intentions to select a team that will design the building in the context of the entire Government Center and downtown Redwood City. The ingredients for a vibrant Government Center already exist, challenging us to deeply investigate the possibilities for an ideal civic heart of San Mateo. Our team is enlivened by the mix of civic and office program, indoor and out, as well as your ambitious sustainability goals. Our work is aimed at connecting communities to their environment at all scales - from our two boathouses and accompanying publication that advocates for the environmental remediation of the Chicago River to our recent selection to represent the United States at the 2018 Venice Biennale under the topic of citizenship, and we would embrace the opportunity to imbue San Mateo with an architecture that embodies public service and sustainability.

Thank you for your consideration,



Jeanne Gang, FAIA

Studio Gang Founding Principal / San Mateo County Office Building Director of Design



Studio Gang's Folsom Bay Tower is a residential building blocks from the Bay Bridge, Embarcadero, and Rincon Park (in construction).

6.01 A. Changes to Company since SOQ submission N/A

6.01 B. SOQ Clarification: A San Francisco Presence

Studio Gang established its presence in San Francisco in 2013 with a concept design for a high-rise multi-family tower in the Transbay neighborhood. The 40-story Folsom Bay Tower is now under construction, and our presence in San Francisco is expanding as we are engaged in the design of a new campus for the California College of the Arts and a multi-family project in Los Angeles. Our local experience on these three projects has afforded us the opportunity to develop relationships with local consultants and navigate city and state approval processes. Furthermore, Principal Steve Wiesenthal, Principal in Charge of the San Mateo County project, is relocating to the Bay Area to direct our San Francisco office and will provide seamless communication and coordination among Studio Gang, KMD, and the County of San Mateo.

Combining world class design and local expertise, the Studio Gang + KMD partnership combines two renowned architecture firms with buildings in over 20 states and 20 countries. Our full project team amplifies this collaboration, providing leading expertise in Zero Net Energy design through our MEP Engineer, Integral, whose work has set new energy standards for San Mateo County, and in Atelier Ten, an international sustainability expert. Landscape Architect CMG from San Francisco has an award-winning portfolio of innovative and sustainable designs that improve cities and their environments. Structural engineering will be provided as a collaboration of MKA and SOHA, bringing together one of the world's leading structural engineers with a local firm that has served the County for the last five years. Civil Engineer Telamon is a successful woman-owned business, currently working for the County to locate utilities and address easement rights.

6.01 C. Current and Forecasted Workload

Studio Gang's San Francisco office is currently leading two projects: a unified campus for the California College of the Arts and a masterplan for Kresge College at the University of California

Santa Cruz, both led by **Principal Steve Wiesenthal**. Steve will lead the San Mateo County and CCA projects concurrently.

Design Principal Margaret Cavenagh will apply her extensive workplace experience leading the interior architecture of Studio Gang projects and implement our vision of an accessible and porous architecture, from the spatial organization to the materials and finishes. **Project Manager/Project Architect Magda Wala**, completing a strategic masterplan of the National Museum of the American Indian, will dedicate herself to the San Mateo County project.

As a highly collaborative practice, we ensure focused and continuous dialogue among Studio members in San Francisco, New York, and Chicago, making the firm's vast resources available to each team member, regardless of location. **Founding Principal Jeanne Gang** and **Managing Principal Mark Schendel** will work primarily from Studio Gang's Chicago office, with travel to San Francisco as needed. As a practice, we have successfully run projects as collaborations between offices, and commit that Jeanne and Mark will remain involved in San Mateo's Design and Management leadership throughout all phases while also overseeing the studio's other ongoing projects.

From KMD, **Project Planner Lari Diaz's** expertise in local agency coordination and gathering user input will be instrumental to the San Mateo project in the early phases. She will continue to oversee the late phases of the Contra Costa County Administration Building, as well as Hollywood Presbyterian and JMH Cardiac OR designs, and nominally involved in the administration of Kaiser Permanente Mission Bay PET/CT and Kaiser Permanente Daly City Behavioral Health Facility relocation. **CM@Risk Leader Kavinder Singh** serves in an oversight role on most KMD projects; for San Mateo he will be a valuable resource for the strategy and selection of a CM/GC given his extensive CM@Risk experience, and as the project progresses he can act as the County's advocate in the GMP process, developing a subcontractor procurement strategy.

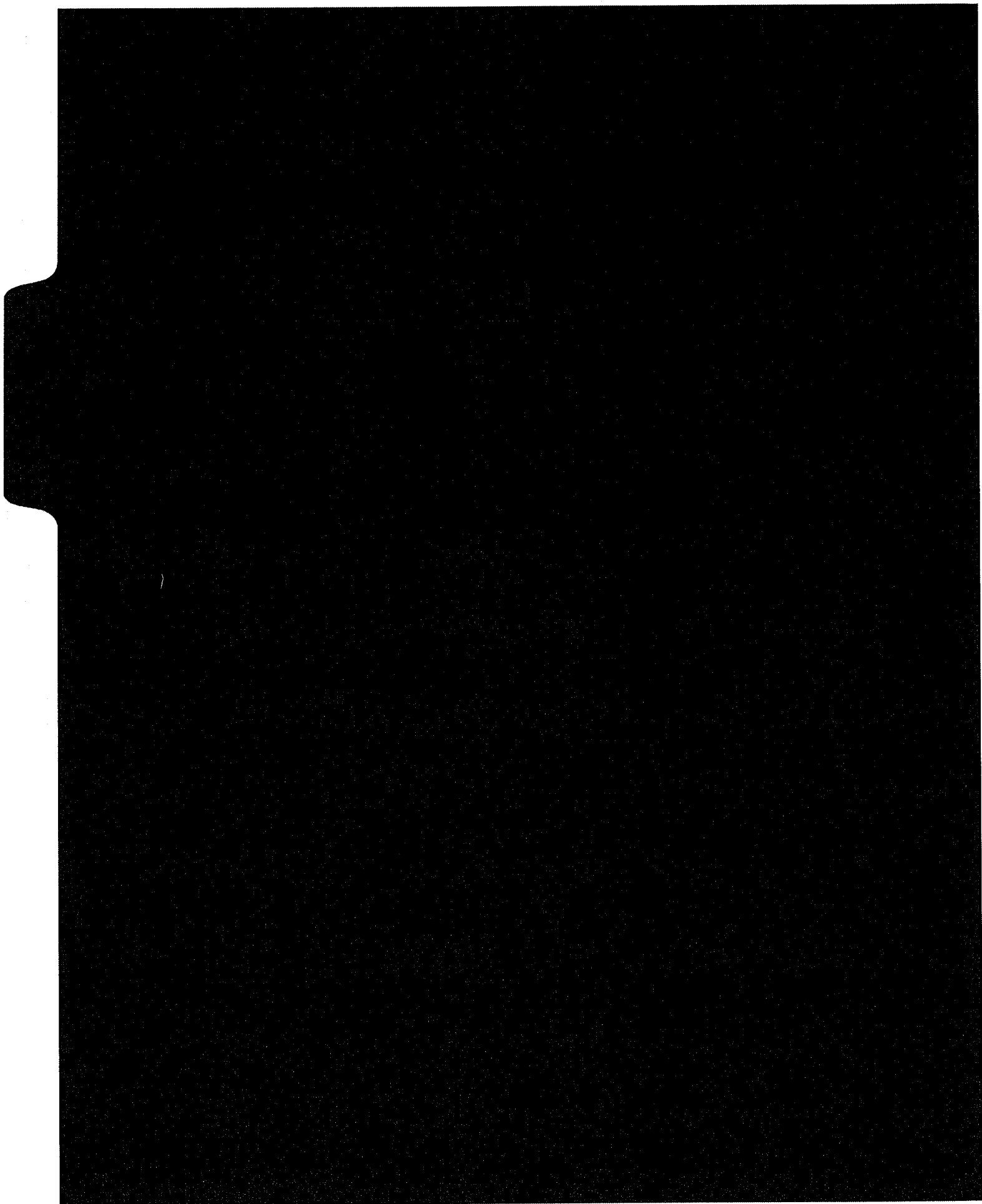
Proposed Project Team Qualifications & Availability

Writers Theatre,
Glencoe, IL, 2016
LEED Gold



"...the finest piece of theatrical construction
to be built in this country in the past decade."

— Terry Teachout, Wall Street Journal, 2016



6.02 A. Resumes not included in SOQ submission

Margaret Cavenagh, AIA

Principal, Interior Architecture

Studio GangChicago
+1 872 315 2236

Architect and designer Margaret Cavenagh leads the firm's interior architecture practice, working closely with Jeanne on all projects including stand-alone interior projects, renovations, and architectural projects. She has experience designing a wide range of project types and scales including commercial mixed-use projects and work space design. Guided by expert observations of how people use space, Margaret consistently delivers award-winning interior designs while attaining some of the highest sustainability ratings, including LEED Platinum and Living Building Challenge certification. She has lent her design expertise to projects such as the Art Conservation Center in Chicago, Arcus Center for Social Justice Leadership, and Writers Theatre, which was recently awarded the 2016 AIA Institute Honor Award for Interior Architecture. Margaret will use her experience to design an efficient, beautiful, and sustainable workplace for the county of San Mateo.

YEARS AT STUDIO GANG

12

EDUCATION

Washington University in St. Louis,
Master of Architecture, 1992

University of Virginia Bachelor of
Science in Architecture, 1988

PROFESSIONAL EXPERIENCE

Studio Gang, 2005 - present
Principal, Interior Architecture

Related Midwest, 1997 - 2005
Senior Project Designer

Booth Hansen Architects, 1993-1997
Project Architect

REFERENCES

Columbia College Chicago:
Alicia Berg, Assistant Vice President
for Campus Planning, UChicago
T: +1 773 834 4798
E: aliciaberg@uchicago.edu

Natural Resources Defense Council
Henry Henderson, Midwest Program
Director
T: +1 312 663 9900
E: hhenderson@nrdc.org

Guggenheim Foundation Offices:
James R. MacDonald, Senior
Project Manager, Zubatkin Owner
Representation, LLC
T: 212.271.4867
E: jrm@zubatkin.com

PERTINENT EXPERIENCE**Folsom Bay Tower****(San Francisco, CA), anticipated 2019**

480,000-sf urban residential community
with 40% below market rate units that
reimagines San Francisco's bay window,
deployed over the tower's 400-ft height.

40 Tenth Avenue**(New York, NY), anticipated 2019**

166,750 sf tower between the High
Line and Hudson River. Geometric
relationships between the building and
the sun's path sculpt the tower to create
a gem-like facade that will become an
iconic silhouette on the New York skyline

Solstice on the Park**(Chicago, IL), anticipated 2018**

400,000 sf residential tower shaped by
solar access to maximize sunlight for
passive solar warming during winter,
and minimize heat gain during summer.

**Solomon R. Guggenheim Foundation
Offices (New York, NY), 2017**

A 40,000-sf office build-out bringing
together the Foundation's curatorial,
development, and exhibition arms.

City Hyde Park (Chicago, IL), 2016

A 500,000-sf residential tower that
reimagines the urban apartment
building, bringing new options for living,
recreation, and leisure to its full-block
site at a busy commercial intersection.

Writers Theatre**(Glencoe, IL), 2016**

An regional cultural destination that
energizes the daily life of its community.
The 36,000-sf theater encompasses
a 250-seat flexible thrust stage, black
box theater, and lobby for informal
performances and gatherings.

**Arcus Center for Social Justice
Leadership at Kalamazoo College
(Kalamazoo, MI), 2014**

10,000sf, LEED Gold meeting space
and hub for global rights work, linking
students, visiting activists, social justice
leaders, and the global community.

**Midwest Offices, Natural Resources
Defense Council (NRDC)
(Chicago, IL), 2013**

In keeping with the NRDC's mission, the
new 7,800-sf office is the first interior
renovation in the world to meet the
Living Building Challenge.

**Columbia College Chicago Media
Production Center (Chicago, IL), 2010**

35,000 sf LEED Gold campus hub
bringing together film, lighting, set-
making, directing, and animation classes
in the first new construction building in
Columbia's 118-year history.

REGISTRATIONS & CERTIFICATIONS

LEED Accredited Professional
Registered Architect in Illinois

Note: All other resumes included in previous submission

Team Commitment and Availability

6.02 A-1. Role and Time Commitment of Each Team Member

While the project organization structure in 6.02E and roles described in 6.03E provide an overview of how we will work with you, the chart below is a reflection of our team and personal dedication to supporting San Mateo County from start to finish.

		Concept & Programming	SD	DD	CD	CA	Hourly Rate
Leadership	Principals and Directors						
	Jeanne Gang, Director of Design	12.5%	7.5%	5%	2.5%	2.5%	\$495
	Mark Schendel, Managing Principal	12.5%	12.5%	12.5%	5%	5%	\$425
	Steve Wiesenthal, Principal in Charge	50%	40%	20%	12.5%	5%	\$300
	Margaret Cavenagh, Principal	20%	15%	15%	12%	5%	\$300
	Kavinder Singh, CM@Risk Leadership	5%	5%	5%	5%	0%	\$300

Project Lead	Magda Wala, Project Manager / Project Architect	100%	100%	100%	75%	12.5%	\$210
	Lari Diaz, Project Planner	25%	30%	10%	0%	0%	\$265
	Paige Adams, Senior Interior Designer	15%	15%	20%	20%	5%	\$210

Design Team	Design Documentation						
	Architect III	0%	0%	0%	100%	0%	\$210
	Architect II	100%	100%	200%	100%	100%	\$155
	Architect I	100%	200%	100%	100%	30%	\$120
	Intern	50%	50%	50%	0%	30%	\$100
	Digital Modeling	15%	15%	5%	0%	0%	\$170
	Modeling and Visualization	15%	15%	10%	0%	0%	\$125

Control	QA/QC						
	Mauricio Sanchez	0%	15%	25%	20%	5%	\$210

6.02 A-2. Current and Projected Work on Other Projects:

For each team members' projected work on other projects, please see previous page (6.01 C. Forecasted Workload)

6.02 A-3. Detail on Project Approach

Please see 6.03 for more information on project approach.

Project Management Approach

6.02 A-4. Who will attend each meeting and what will be accomplished

Based on our current understanding of your project goals, we have outlined the following stakeholder engagement plan. A first step will be to review and incorporate your input into this outline.

Type of Meeting	No.	Attendees
Programming/Concept Design		
Team Alignment	2	PDU, A/E
Stakeholder Interviews	15-18	A, PDU
Public Meetings	2	A, PDU
Presentation to Exec Committee	2	A, PDU
Concept Discussion	4	A, PDU
Weekly Coordination	Weekly	A/E, PDU, CM/GC
Schematic Design		
Target Budget / Master Schedule	2	A/E, PDU, CM/GC
Systems Selections	3	PDU, A/E
Stakeholder Follow-Up	15-18	A, PDU
Public Meetings	2	A, PDU
Design Review	4	A/E, PDU
Presentation to Exec Committee	2	A/E, PDU
Agency Heads	3	A/E, PDU
Weekly Coordination	Weekly	A/E, PDU, CM/GC
Design Development		
Target Budget / Master Schedule	Monthly	A/E, PDU, CM/GC
Presentation to Exec Committee	2	A/E, PDU
Weekly Coordination	Weekly	A/E, PDU, CM/GC
Construction Documents		
Target Budget / Master Schedule	Monthly	A/E, PDU, CM/GC
Weekly Coordination	Weekly	A/E, PDU, CM/GC
Pre-Bid Meetings with Subs	6	A/E, PDU, CM/GC
Bid Review Meetings	6	A/E, PDU, CM/GC
GMP Review Meetings	3	A/E, PDU, CM/GC
Construction Administration		
Weekly Coordination and Site Visits	Weekly	A/E, PDU, CM/GC
Monthly Pay App meetings	Monthly	A/E, PDU, CM/GC
Punch List Reviews	4	A/E, PDU, CM/GC



Studio Gang Principals Jeanne Gang, Mark Schendel, and Steve Wiesenthal lead University of California Santa Cruz, Kresge College students in a workshop about their campus design.

6.02 A-5. Insuring user input

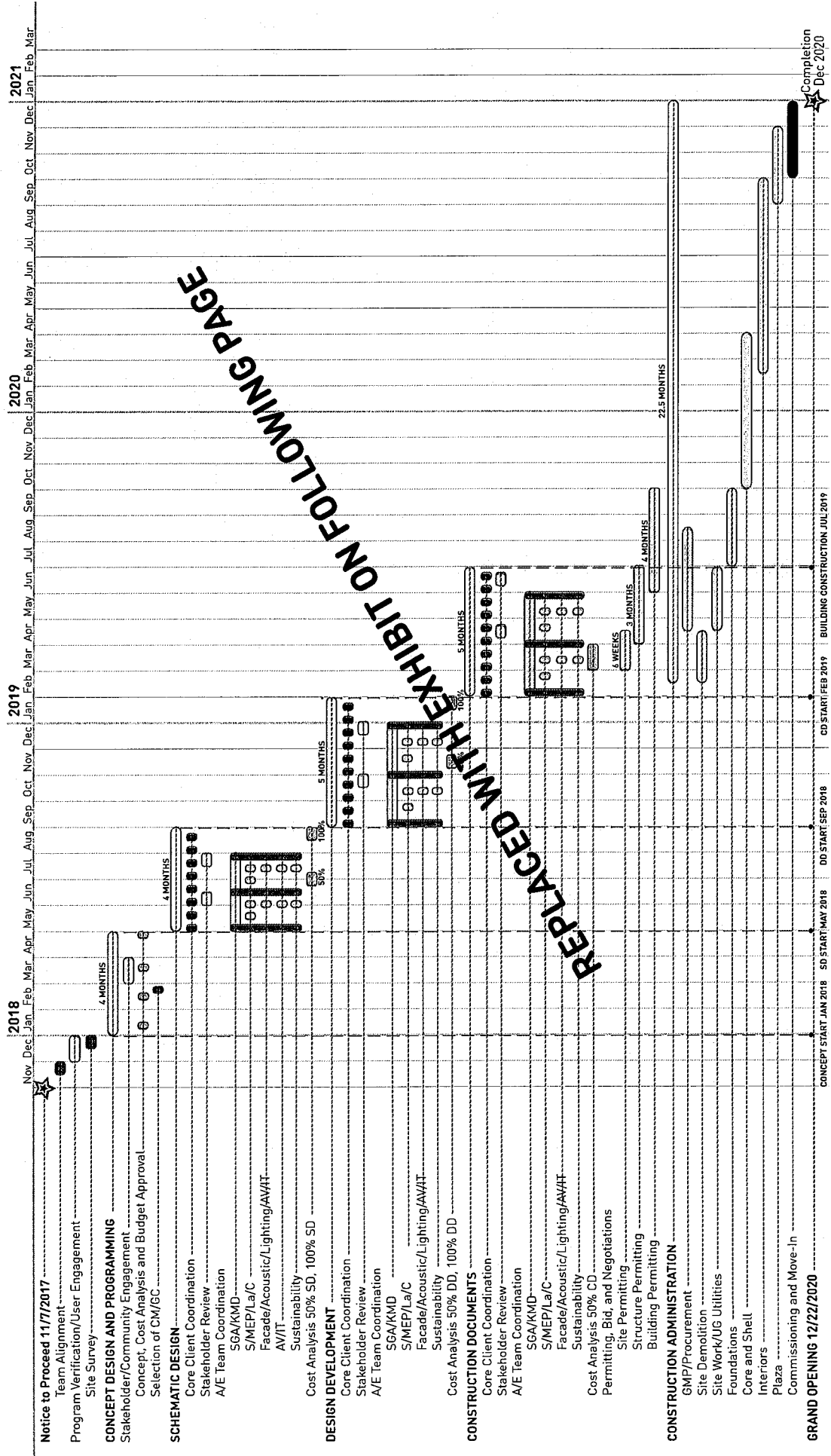
Our entire team is focused on creating buildings and places that work for their users. Therefore, every building starts with developing an understanding of the needs and activities of its users, and both Studio Gang and KMD have developed extensive toolkits for eliciting user input and critical feedback.

This starts by confirming the user groups that will occupy the building, together with the PDU, and then identifying a point of contact for each group for all future communications. The engagement plan will then be published in order to garner maximum input at key moments that aligns with the schedule. Through interviews, physical models, surveys, and drawings, we will investigate the needs and desires of each user group, tease out potential adjacencies or layers of program, illustrate our findings, and distribute them to elicit the next round of feedback and confirm user requirements.

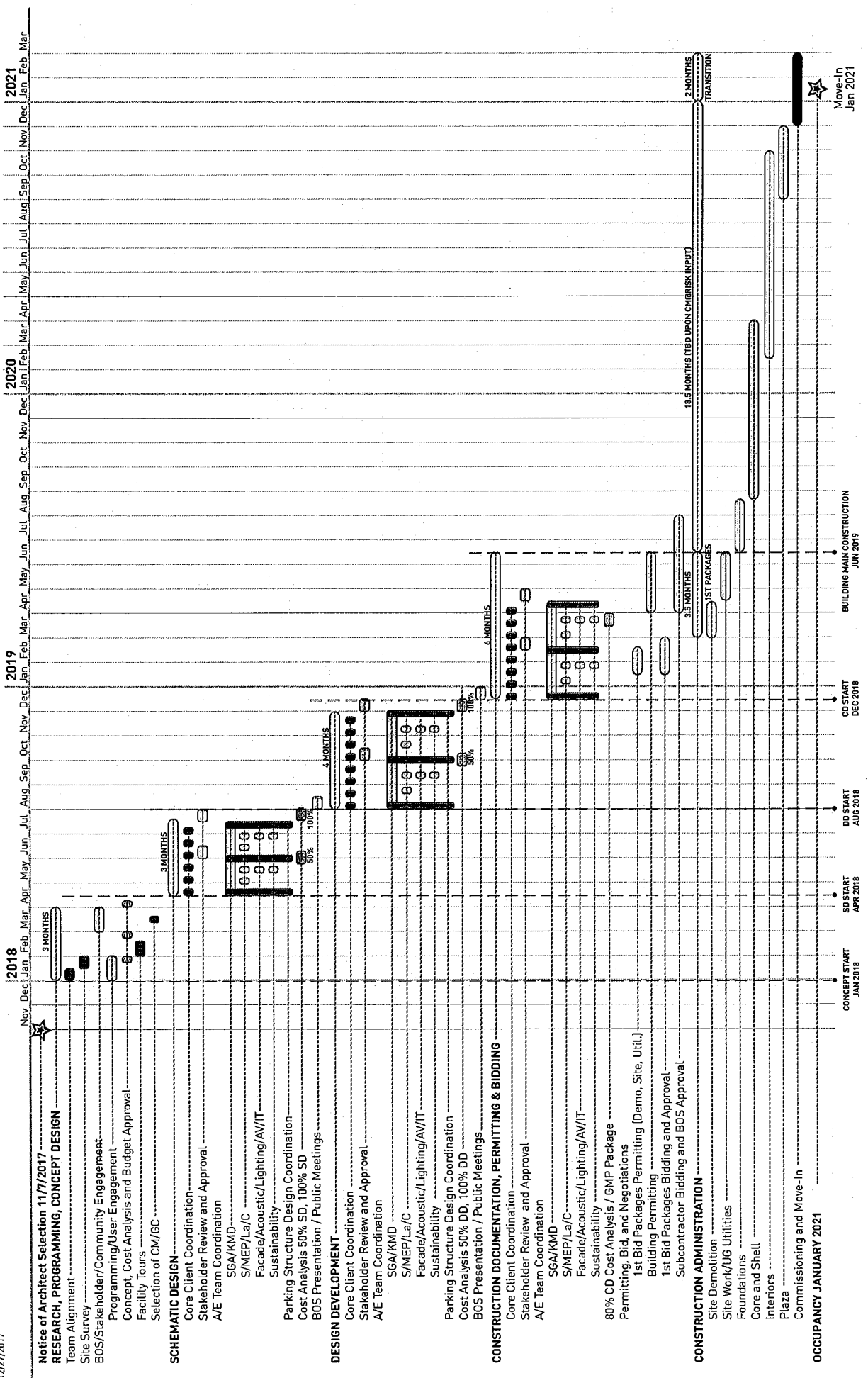
Once planning and concept design begins, we will develop concepts in 3D and physical models and collages. These tools will be used to visualize the workspaces of the building to user group representatives to seek further design input.

During Schematic Design, users will be consulted as the architecture develops. We consider our role to articulate solutions as they develop, and the factors affecting their outcome in order to meet budget and space constraints while also accommodating user requirements wherever possible. We will look for the PDU to be a strong partner in this process, as we make visible changes that have occurred and decisions as they become finalized.

We have proposed this schedule based on a 121,000 gsf building to meet San Mateo's target occupancy by the end of 2020. As it is quite ambitious, it requires thorough review with the PDU and other stakeholders. Assumptions regarding pre-GMP site preparation work, trade packages, and contingency planning must be understood by the entire project team and motivated accordingly.



San Mateo County Government Center : Proposed Project Schedule



Project Management Approach

6.02 A-7. Joint Venture

N/A

6.02 A-8. Who will be performing what work where

Project Manager/Project Architect Magda Wala will coordinate design work with Studio Gang's full time staff in San Francisco and Chicago, and supplemented by KMD's staff in San Francisco. To directly engage with our design process at key project intervals, we anticipate inviting your client leadership team to collaborative work sessions in Chicago and San Francisco. Consultant team members will be brought in as appropriate in each phase (please see 6.03B for more information on this). Stakeholder engagement, PDU presentations, budget and design reviews, and user input will all take place locally in Redwood City led by Studio Gang and KMD.

6.02 B. Architect of Record

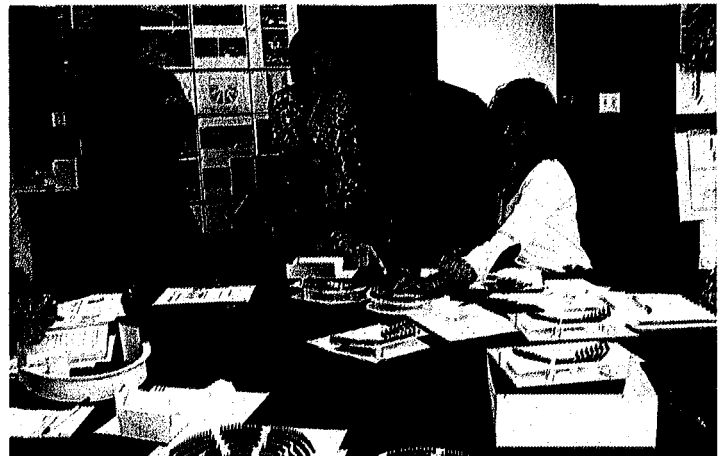
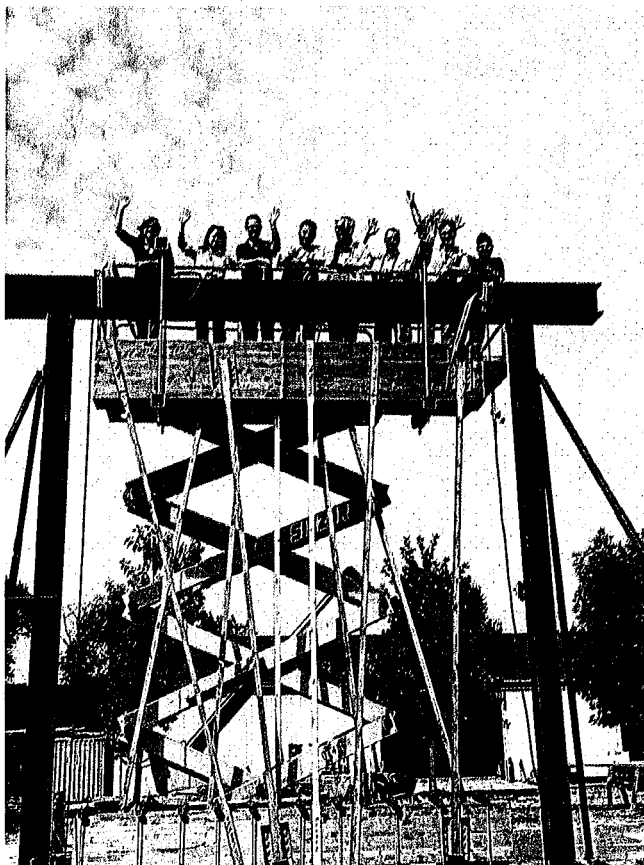
Studio Gang will be the Architect of Record, and Director of Design Jeanne Gang is licensed in the State of California.

6.02 C. Engineer and Consultant Budget

Please see 6.04 for a detailed budget of each consultant by phase.

6.02 D. Written Assurance of Project Team Retention

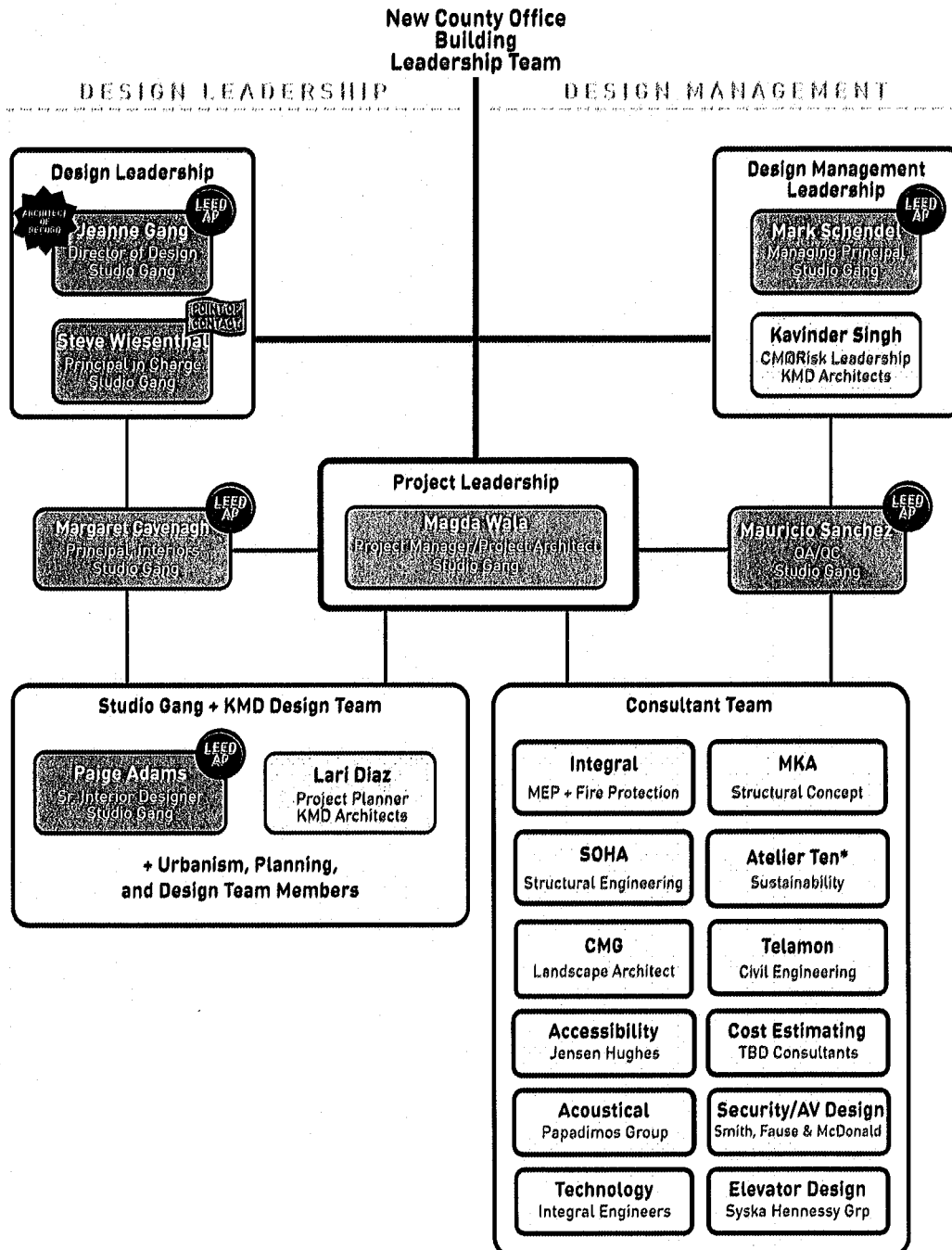
Studio Gang Principals Steve Wiesenthal and Margaret Cavenagh will lead the project from concept through completion, and it is our intention to provide a consistent overall team structure throughout all phases of the San Mateo County Office Building project.



The integrated design and construction of Writers Theatre involved close collaboration with the client through iterative option-making using models (at right, top), workshops with fabricators and craftsmen (at right, bottom), and full-scale mock-ups and load-bearing tests with structural engineers and builders (at left).

6.02 E. Changes to Organization and Reporting Structure

Since submitting our Qualifications, we have broadened our team and clarified the reporting structure. We have added Studio Gang Design Principal Margaret Cavenagh for her expertise creating innovative environments that foster interaction and community in a wide variety of settings, always with an eye toward the highest levels of sustainability. She will work directly with the Project Leadership (Project Manager/Project Architect Magda Wala). Furthermore, with the world-renowned sustainability expertise of Atelier Ten with Integral's Zero Net Energy experience and noting how many of our team members are LEED AP, we no longer see the need to include Ivan Romero as KMD's dedicated LEED specialist. Please find these changes reflected in the updated and clarified organization and communications flow chart below.



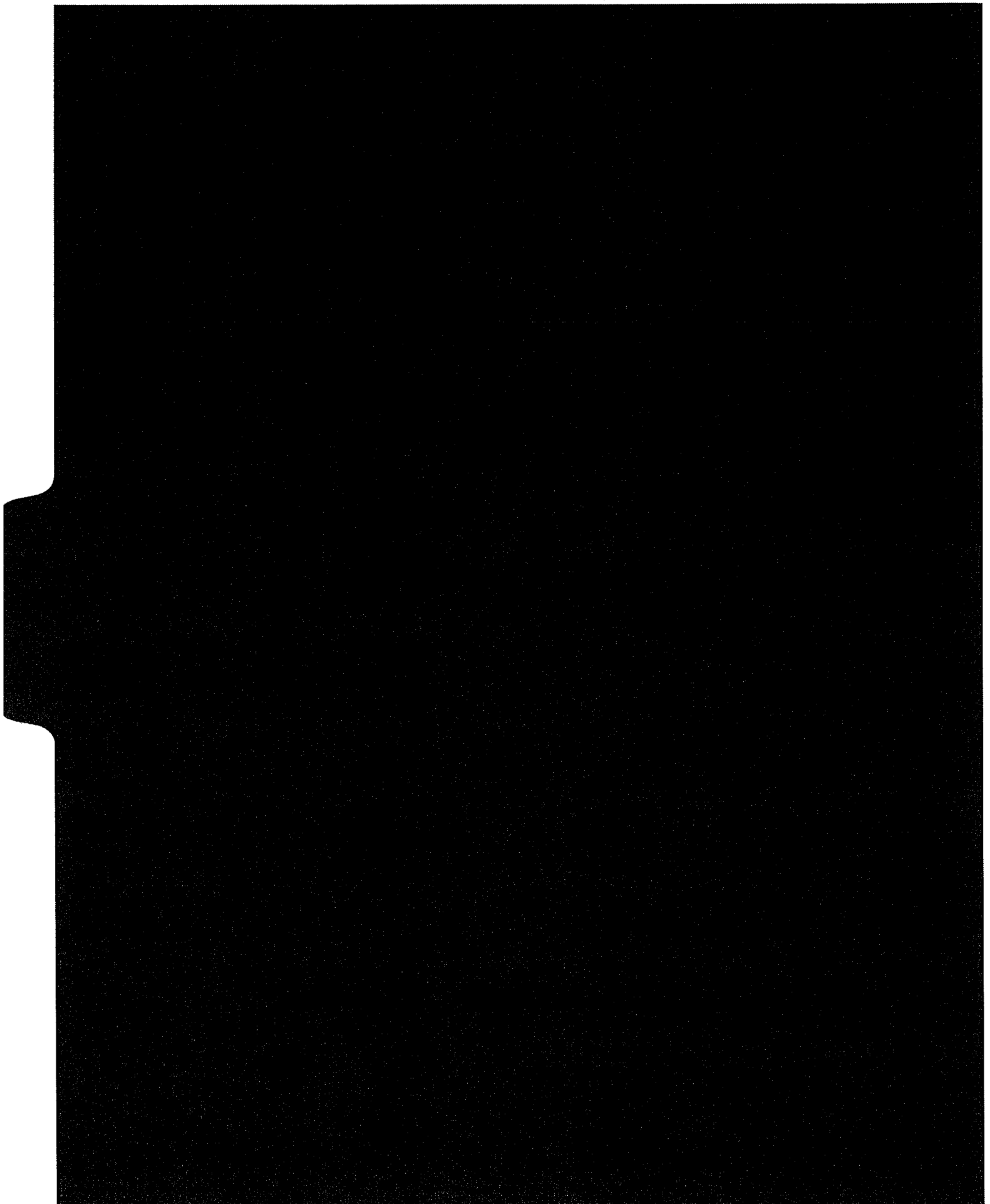
Project Approach

"[Mayor Rahm Emanuel] calls the boathouse 'part of broader efforts to revitalize the river as the next great recreational frontier.' ... Today, riverfront projects like this one bear witness to architecture's ability to effect social change."

— Jay Pridmore,
Wallpaper* Magazine, 2014



**WMS Boathouse, Chicago, IL, 2014
Targeting LEED Silver**



Design Approach

6.03 A. Design Philosophy

Following our team site visits and pre-proposal meeting with the San Mateo County project leaders, we are even more intrigued at the possibilities for creating a bold and highly-functional Government Center for the County Office Building workers along with the citizens of, and visitors to, Redwood City. In our qualifications submittal, we spoke of our commitment to Actionable Idealism. That is at the core of what we do, and how we believe that architecture can positively impact our world. We are interested in projects with the potential to connect people at multiple scales – with each other, within broadening rings of community and culture, and with the natural and urban environments we inhabit. We see in the eclectic mix of architecture and landscape in downtown Redwood City, growing rapidly with an influx of new workspace, housing, and entertainment, the opportunity for the Government Center to become a truly vibrant and multi-use urban center, providing the platform for such human, societal, and environmental connections as a model of 21st Century urbanity for Silicon Valley and beyond. Leveraging the civic role of the New County Office Building programs and related outdoor spaces into a nexus of community is exactly the kind of project that Studio Gang embraces.

6.03 B. Methodology for Completing the Project

We have organized our response according to the various phases of the project. For a more detailed response about our coordination with the CM/GC, please see 6.03 L. For a matrix of meetings we expect to have during various stages of the project, please see 6.02A-4.

Programming & Concept Design

We propose a series of Work Sessions with the User Groups (established during the Team Alignment Phase) on-site at agreed-upon intervals in the following order:

1. Executive Oversight Committee kickoff meeting to clarify goals, identify expected outcomes, and note issues requiring direction
2. Conduct User Group interviews
3. End with an Executive Oversight Committee meeting to report on progress, summarize outcomes, and identify next steps

While we will endeavor to reach decisions at the User Group level, there are (on occasion) issues that arise that are not resolvable at this level, or new issues for which direction is needed from an Executive Oversight Committee. The closing meeting of each round provides an immediate opportunity to bring such issues to the Committee's attention for resolution. One outcome from our process at the close of this Phase will be a document that describes the program, functional, and design intent of each user group and department.

Parallel to the program verification effort, we will confirm the site survey, location of site utilities and study options for the location and orientation of the new building in order to develop initial concepts and present them to the PDU and Executive Oversight Committee. We consider this phase to be very interactive as we seek to understand the various forces and needs at play to inform the optimum solution.



Director of Design Jeanne Gang leads a design team meeting for the Memphis Riverfront Concept, an urban proposal to transform six miles of the Mississippi river into a civic, recreational frontier.

Public Meetings will provide opportunities to gather feedback and test concepts. A primary goal of these meetings is to create an environment of trust and ownership with all voices heard.

It is our hope that the CM/GC will be selected before this phase concludes, and that the concept design will have been evaluated for cost and constructability. At the end of this phase we will seek formal approval to move onto the next phase with a confirmed program, design concept, master schedule, and target budget.

Schematic Design

This phase will kick off with an in-depth analysis of the design concept relative to building systems and regulatory codes. We will meet with all necessary stakeholders including facilities maintenance department representatives. It is our goal to critically evaluate options with the CM/GC and to make recommendations to the PDU.

In addition to the building systems, we will develop the plan and elevation drawings including initial selection of building materials to seek stakeholder input. We envision making presentations to the Executive Oversight Committee and the Board of Supervisors as appropriate.

Throughout, our communication and materials including physical study models will ensure the PDU has the information necessary to make decisions and approve construction costs at 50% and 100% SD.

At the end of SD, we expect to gain approval on architecture, floor plans and site plans for the plaza and promenade, selection of building systems, and budget.

Design Development

Key to this phase is coordination with consulting engineers to develop all building systems. We expect the CM/GC to review and provide feedback continuously on cost and schedule.

Design drawings will be developed using Revit, and all consultants will collaborate in one digital model. We plan to use Plangrid as a tool for anyone (including the PDU) to mark-up drawings and provide feedback in a trackable way.

We expect weekly coordination meetings/calls with the PDU and CM/GC. We will have as-needed coordination meetings with all our consultants. We are planning on two milestone checks (50%DD & 100%DD) for thorough cost and constructability evaluations.

Construction Documents

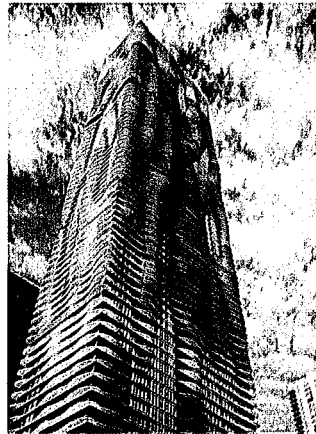
This phase is focused on preparing a set of construction documents that are coordinated with all consultants, obtaining the required permits, and supporting the CM/GC in the procurement of subcontractors and preparing a GMP.

To support the aggressive project schedule, construction will overlap with construction documents, with early packages for site demolition, site-work/utilities and foundations. We are planning on two milestone checks (50%CD & 90%CD) for thorough cost and constructability evaluations.

Construction Administration and Project Closeout

Our goal during CA is to facilitate an efficient construction process and ensure the project is delivered as designed and specified. Studio Gang and KMD will be an integral part of the CM/GC team to resolve conflicts and issues that arise in construction. KMD will attend weekly project coordination meetings, specific quality control meetings and walks, review of submittals and mock-ups, creating logs and field observation reports to ensure quality issues are resolved. We will oversee the 3-D digital coordination process between the subconsultants so that decisions can be made and implemented quickly, in contrast to the typical RFI process.

The Studio Gang Quality Assurance and Quality Control (QA/QC) process will take place throughout all phases as all design submittals to clients and all procurement or contract documents will be formally checked and reviewed by Mauricio Sanchez prior to submittal. This ensures the professional quality, technical accuracy, and completeness of the design, including coordination of all disciplines with each other and with project specifications. Mauricio will conduct internal reviews of the project development, drawings, and specifications and prepares a set of "red-lined" drawings and summary report that documents all the necessary steps that must be taken to ensure the project conforms to the established owner requirements, complies with building codes, is coordinated between trades, meets the project budget and schedule, and can be built efficiently.



For Aqua Tower, Studio Gang worked with the contractor to design an economical solution that employed flexible metal edge forms that could be re-used to shape each of the 82 unique, poured concrete floor slabs.

6.03 D. Contractual Relationship and Responsibilities

As Architect of Record (AOR) and Design Architect, Studio Gang will lead the design and management of the entire San Mateo project, from the initial master planning of the County Government Center along with planning and concept design of the New County Office Building, through the turnover of the completed project to the leaders and citizens of San Mateo County. Associate Architect KMD will provide key support and collaboration, bringing a wealth of experience in project delivery of civic and institutional buildings in the Bay Area. Our roles will be both seamless and clear, focused on supporting the San Mateo County PDU and other stakeholders with engaged and timely communications and tools for decision-making.

In the Planning and Concept Design Phase, Studio Gang will lead the research and ideation from scales of urban planning to workplace environments, along with public engagement as guided by the PDU, while KMD will assure that the programming process and local agency interface is thorough and inclusive. As we move into schematic design and design development phases, Studio Gang will lead our integrated design process with KMD managing documentation of site demolition and preparation, including coordination of civil engineering and utilities planning. Through the Construction Documents phase, the design of the site and New County Office Building interiors and exteriors will continue to be led by Studio Gang with support from KMD in consultant coordination and selective documentation of project components such as vertical circulation, utilities and building systems accommodations, and portions of the interior support spaces. In Construction, KMD will lead the weekly site visits and meetings, with Studio Gang on site at least monthly while closely coordinating daily with KMD on construction administration. Studio Gang's engagement will continue through to project commissioning, move-in, and close-out, working to achieve your targeted opening in December 2020.

Team Responsibilities

6.03 E. Responsibilities of Each Individual by Project Phase



Project direction and design management will be led by Director of Design and **Founding Principal Jeanne Gang** and **Managing Principal Mark Schendel**, bringing consistent experience and focus to the San Mateo County project as it progresses and ensuring the Studio's commitments are met. This parallel amplification of our design and management leadership is key to how we have grown our studio, maintaining the design quality of a boutique firm while managing a larger practice with robust resources and a deep bench of talent. For San Mateo, Jeanne and Mark will be particularly involved in the initial generation of concepts rooted in our early investigations into the program intentions, site potential, and local ecology.



As a long-time collaborator with Jeanne with particular focus on workplace innovation, **Design Principal Margaret Cavenagh** will amplify Jeanne's design leadership by leading the design of interior architecture from concept through construction. Supporting these efforts, **Principal Steve Wiesenthal** brings 25 years of experience in campus planning, design, and operations as a university architect and head of facilities organizations. Steve will work with Jeanne, Mark, and Margaret to focus efforts on the direct realization of San Mateo County's vision through sound management. To set the course for success, his leadership will be particularly critical in Concept and Programming, and his involvement will correspondingly be highest in that phase and SD.



Project Manager/Project Architect Magda Wala has led large, complex institutional projects from design concept to construction administration, ranging in scale from civic buildings to institutional masterplans and including the National Museum of the American Indian and National Aquarium strategic masterplans. For the San Mateo County building, Magda will provide day-to-day project leadership for the entire A/E team. She will also be responsible for facilitating clear and consistent communications, design translation, and follow through among San Mateo County, Studio Gang, KMD, and our expert consultant team.



KMD **Project Planner Lari Diaz** will lead the team's effort in setting up user meetings, understanding their needs, and confirming the program during the programming and concept design phase. Her most recent experience with the Contra Costa County building will be invaluable. During schematic design she will be intimately involved with the planning of the interior spaces of the administrative building. With Studio Gang, she will interface with the County in presenting options and seeking feedback. During DD, she will further refine the details of interior planning and prepare it for the launch into CD. **CM@Risk Leader Kavinder Singh** will oversee KMD's performance on the project. With 23 years' experience working for a general contractor, during the initial stages he will guide the team in the selection of the CM/GC and then later help with subcontractor selection strategy and negotiations of the GMP. In addition, he brings experience in 'Designing to Budget'. He will guide the team in ensuring that as design decisions are made they are made within the confines of what can be afforded.

6.03 F. Overall Project Schedule

Please See 6.02A-6

Design Approach

6.03 G. Approach

Studio Gang will begin by seeking to understand the many and varied uses and circumstances, both current and potential, inside and outside, that will contribute to a state-of-the-art County Government Center.

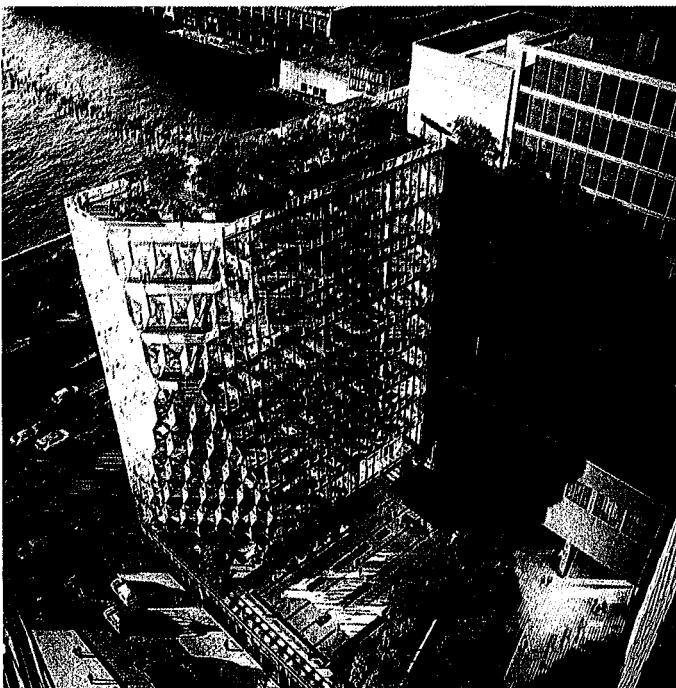
Civic Pride: Innovation and Sustainability

The Government Center should be welcoming and beautiful, with high quality sustainable design that makes employees and citizens proud of their County. The Government Center should be a desirable place to be; a place where people want to take their lunch break, and a place to take a late night stroll after the theater. The landscape design should unify the disparate buildings and create a bold civic identity that is humane, handsome and environmentally sustainable.

A Place for People: The City Commons.

The public realm should be inviting to all of the people who live and work nearby who could use the space on a daily basis. Security, comfort, food, and people watching are the basics for any successful public space, and are a must for the Government Center public realm. Designing for safe night time use will be very important to creating a successful Government Center, with particular focus on the passage from the parking garage to the Theater District. The Government Center open spaces could also function to host weekend events, markets, and other civic activities.

A landscape activated by community members hanging out, socializing, and strolling and celebrating is certain to increase County employees' sense of pride and satisfaction in their day to day work life, while also creating community benefits that



strengthen the bond between the County Government and its citizens.

Downtown Redwood City

The new County Office Building, in combination with the proposed parking structure on Veterans Boulevard and the completion the new commercial building at the Northeast corner of Middlefield Road will increase the built scale of the intersection and visually narrow the pedestrian streetscape. In siting and massing, the new County Office Building must consider the Old County Courthouse and relocated historical Lathrop House along the opposite side of Marshall Street along with the imposing Hall of Justice across Hamilton Street.

The pedestrian crossings at Middlefield Road as well as at the proposed pedestrian promenade at the center of the Government Center Complex must be carefully designed to favor pedestrian over automobile traffic. Those crossing at the Central Promenade may be easily directed to a building entrance off the promenade itself. Those crossing at Middlefield Road may be invited to enter diagonally, or perhaps continue along Middlefield to a building entrance shared with a drop-off specifically designed for disabled visitors arriving by automobile. (Such visitors would find it very inconvenient or nearly impossible to enter from the Central Promenade.)

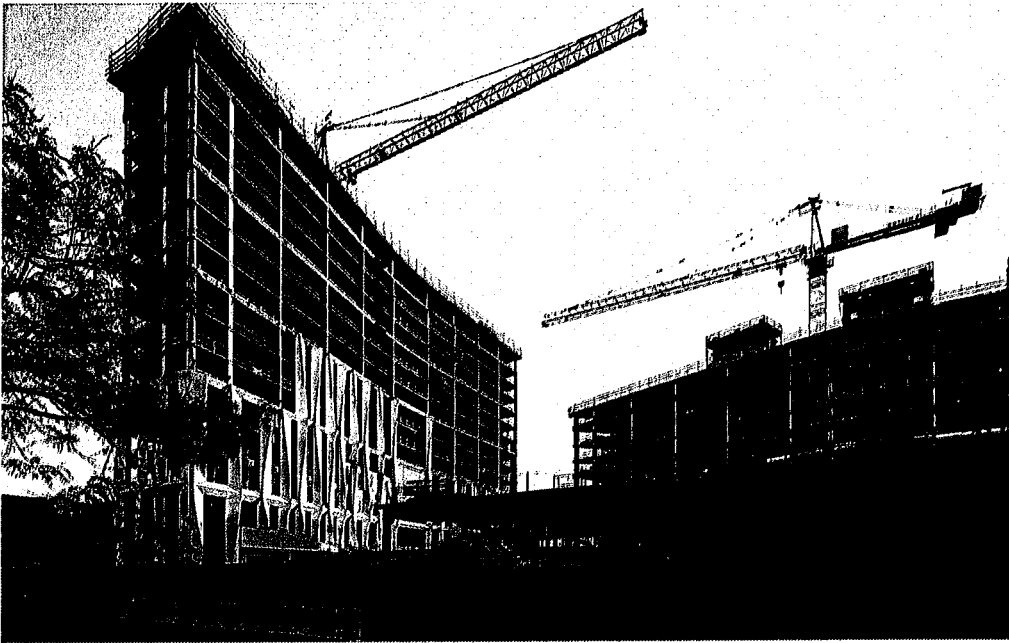
A Question of Scale

The new office building and the proposed Parking Structure at Veterans Boulevard have the opportunity to act as bookends to integrate the larger County Government Center, while announcing the Center to visitors, arriving either by automobile, bicycle, or on foot.

We are eager to explore with you ways to activate and unify the Government Center while creating the civic presence suggested for the County Office Building.

Along Middlefield Road, appreciation of the relationship between the two bookend buildings will more often occur by automobile, in direct contrast to pedestrian movement along the new promenade where pedestrians will perceive the massing and scale of the buildings from afar, and perhaps be interrupted by landscape elements and trees along the walkway. Scale, materiality, solar orientation, all forms of mobility and access, and much more to be identified with you, will all be incorporated to achieve your vision of a holistic and connected Government Center.

Studio Gang's design for Solar Carve Tower creates an office building along the High Line in New York City that is sculpted by the angles of the sun, privileging light, fresh air, and river views to the public park while also connecting it to a new iconic silhouette on the New York skyline.



At the University of Chicago Campus North Residential Commons, Studio Gang developed a pre-cast construction system that could be put together quickly on-site, minimizing the impact of construction on campus and reducing overall construction time through a design-build delivery method.

6.03 H. Phasing

The proposed site lends itself well for construction without major disruption to the adjacent buildings, traffic and neighborhood because the parcel is contained within Hamilton, Bradford, Middlefield and Marshall streets. The biggest unknown at this point is whether or not the traffic court will vacate in time for demolition and construction. However, our assumption at this time is that the property will be vacated.

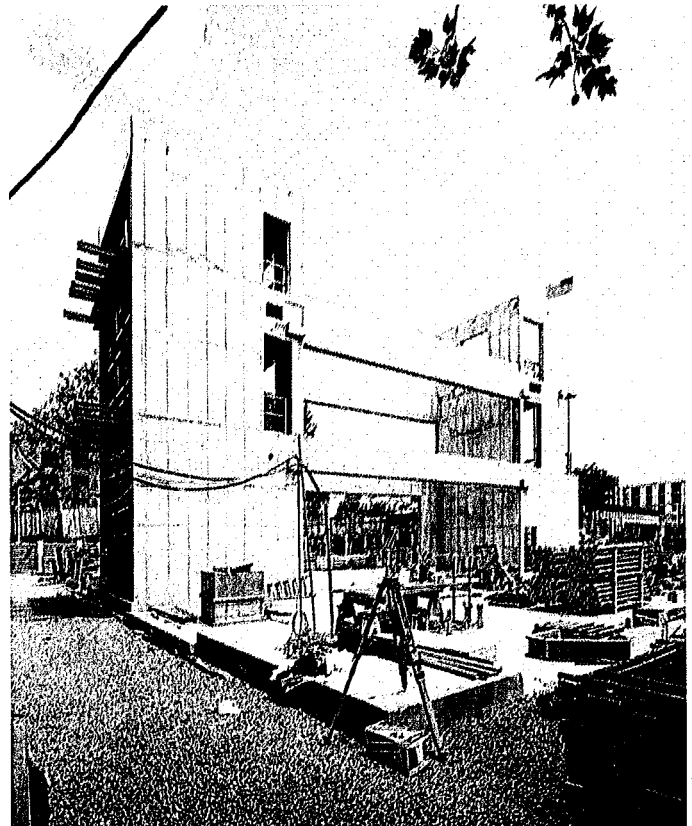
Demolition: The Lathrop House relocation and demolition of the existing buildings on site can be carried out as soon as practical, however, you may consider postponing without affecting the project schedule, in order to allow the building to serve current functions as long as possible. Before the start of demolition, the entire parcel should be secured with a construction fence with controlled access points.

Site-work & Underground Utilities: As soon as demolition is complete, site-work should begin, including grading and the installation of UG utilities. This does not include any specific work related to the landscaping of the plaza, which should be deferred to later phases of the project.

Building COB3: As soon as the site work is complete, construction of the building should begin in earnest and move as quickly as possible. At this point, streets around the parcel remain open to the public.

Plaza and FF&E: Towards the last four months of construction, site fences should be moved out to encompass Hamilton Street and the County Ctr. At this point, the construction of the plaza should begin and the building should be given access for the installation of FF&E.

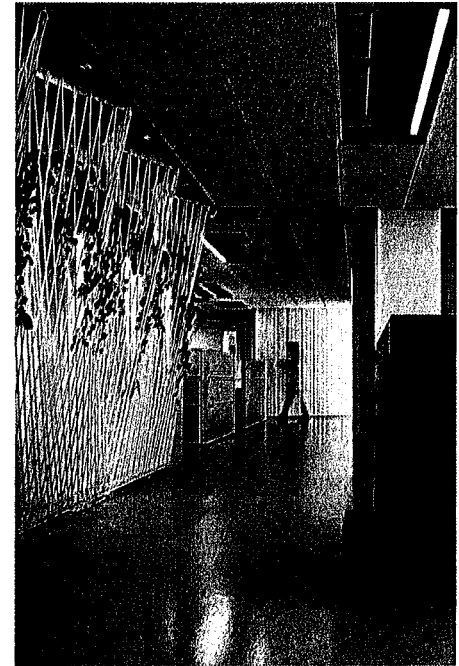
Once the plaza is complete the site fences should be removed and the building readied for occupancy.



At Studio Gang's Fire Rescue 2 Facility in Brooklyn, New York, the majority of the building was designed as pre-cast panels to be installed over a poured-in-place core (above) in order to both expedite construction on site, and keep costs low while creating a durable building with custom openings that act as a training tool for the squad to simulate rescue operations.



At 40 Tenth Avenue (left), Studio Gang designed an office tower with slender floor plates and high ceilings to ensure that natural light reaches every workspace even though the building is located on a dense, mid-block Manhattan site.



6.03 I. Designing a Workplace for the Future

From Studio Gang's founding, Jeanne Gang has cultivated a sustainability ethic and as a studio we continually strive for the highest green standards in every project. Our approach will be guided by an ambition of porosity - in terms of the environmental breathability of the building and its accessibility to its users and the neighborhood. We are enlivened by the potentials in locating civil servants near the constituents they serve, and providing everyone with welcoming outdoor spaces in the form of the plaza and promenade.

Studio Gang is well versed in creating work spaces that can adapt to changing technologies and flexible means of working, designing gathering spaces that can accommodate groups ranging in size from two to two hundred in our public buildings, and in our workspace projects, creating collaborative breakout spaces which allow employees to find a workspace that suits their sociability and privacy needs.

Our approach to making a more sustainable world with our projects is centered on connecting green strategies with the larger story of the project. This approach was formed through one of our very first projects, our winning competition entry for the Ford Calumet Environmental Center. The design, called "Best Nest," proposed reusing materials that were both abundant and nearby from the site's industrial surroundings. Built like a nest to use minimum energy, the project's narrative matched the owner's intention and ambition for the project.

Since that time, we have dedicated ourselves to identifying strong connections between the project design concepts, sustainability approach, and narrative. When these are aligned with the owner's objectives, there is a high chance of success.

Studio Gang's design for the Midwest Offices of the Natural Resources Defense Council (right) is the first interior renovation in the world to achieve Living Building Challenge certification.

For the Natural Resources Defense Council's Midwest Headquarters (pictured above), it was important for the client to be a visible leader in air quality. We decided together to pursue the first-ever Living Building Challenge certification for an office renovation project. The Living Building Challenge focuses on banning materials that create pollution in their production. Achieving this goal connected the project with the goals of the organization and helped NRDC tell the story of their office design.

Our process is collaborative, and relies on information gathered from your users at key intervals (see 6.02 A-4 and 6.02 A-5 for more information on this). Models, diagrams, surveys, and material mockups will be used to gather critical information about how you work and we will design a building that uniquely meets the needs of the county, your employees, and your constituents. It will be tailored to your specific environment, taking advantage of the mild California climate and ambitious sustainability goals of the project to challenge the convention of a hermetically-sealed office building while finding ways to meet the logistical and security needs of a County Office Building.

6.03 J. Structural and MEP System Efficiency

Our team approach to structural and MEP system efficiency is grounded in the collaborative process, recognizing that the highest value solutions often come from an integrative design process wherein the core disciplines are thoroughly involved from project outset. Together, we will establish a clear understanding of the County's vision, design intent, sustainability, and performance goals in order to achieve the most cost effective and high value design solutions. Our structural and MEP team—**MKA, SOHA, and Integral Group**—share a fundamental belief in common sense engineering with fresh outlook to each design challenge, often seeking non-traditional models and state-of-the-art technologies to go beyond conventional code-based design.

The success of the San Mateo County Office Building depends on close collaboration between architectural and engineering teams. We will approach this project with open minds and work closely across the full project team to achieve the Zero Net Energy design goals and deliver a building that sets a new standard in the region. A/E design workshops will help to focus the design effort on integrated options. Getting all the necessary disciplines in the same room will allow us to quickly assess options to determine the solutions and move forward.

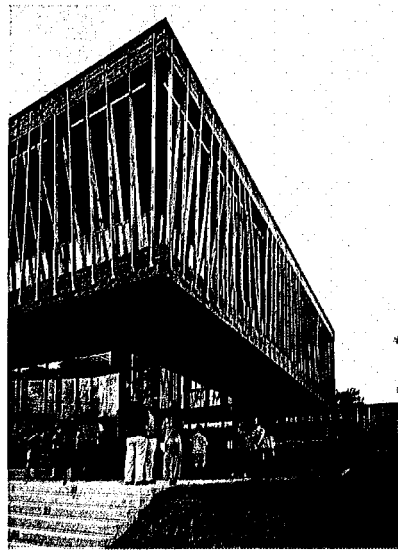
Structural Engineering

SOHA's expertise in developing comprehensive models for the overall structure will include optimizing the benefits of soil-structure interaction to facilitate a reliable and realistic understanding of the building's response to major earthquake loads, often resulting in significant cost savings when compared to a more conventional approach. This savings was evident in SOHA's recent projects with San Francisco PUC, San Francisco DPW, and the County of San Mateo. An insistence on early and intimate collaboration with the project's geotechnical engineers provided the essential exchange of information to ensure that the specific structural and foundation needs were clearly addressed in the geotechnical recommendations. We envision similar savings for the San Mateo County Office Building site with attention to specific constraints, including the effects of vibration and sound during placement of foundations with respect to the historic nature and continuous function of this civic neighborhood.

Involving SOHA as an integral part of the structural concept design led by MKA from the outset will be critical, and SOHA anticipates developing a matrix of alternative structural systems as part of an entire building system to help San Mateo County better understand the costs and risks associated with each alternative, and make the most informed decisions throughout the design process.

MEP Engineering

In high performance buildings, we find that the best solutions come from a thoughtful evaluation of all stakeholder requirements including those responsible for budgets and systems operation post construction. Workshops and stakeholder interviews will be the mechanism to make final, informed decision on the optimal combination of systems for the building.



At the LEED Gold Writers Theatre, Studio Gang designed a tribune stair that transforms the lobby into a space that accommodates informal gatherings and community events. Sliding glass doors open onto an adjacent park, extending the energy and activity to the neighborhood.

We anticipate that the New County Office Building will target a 40% to 60% reduction in annual energy use compared with a typical, code-compliant building. This savings will be realized through the use of a high-performance building envelope with building systems that:

- Optimize natural ventilation for both cooling and enhanced indoor air quality
- Decouple ventilation from heating and cooling with dedicated outside air systems
- Reduce air movement fan energy by 75%
- Use compressor-free cooling most of the year and direct hydronic cooling to zones and equipment
- Provide excellent daylighting and low energy lighting
- Are all-electric so that on-site renewable power generation utilizing cost effective photovoltaic panels can be used to meet 100% of the building energy use
- Provide a mix of daylight and electric lighting which work together to reduce energy use

Optimizing for daylight autonomy over the course of the year, while mitigating glare and thermal loads, will be critical. Considerations for glare, luminance balance, required illuminance and ambient lighting will play a critical role in user satisfaction, while task lighting is critical for achieving illuminance requirements, energy goals and user controllability for the workplace and civic services areas.

We also encourage monitoring electrical loads to fine-tune the building's control system and energy savings post-occupancy. Studio Gang and MKA employed a similar system at the University of Chicago, where sensors built into the slabs of the building identify rooms that are operating in natural ventilation mode in order to shut off mechanical systems as needed. By responding in real-time, the building can perform with the highest degree of energy and cost efficiency.

These considerations, taken together, will ensure the levels of sustainability that the County is seeking and will work in tandem with the plaza and promenade to create a cohesive, high-performing Government Center for San Mateo.

Approach to Environmental Sustainability

6.03 K. Approach to Environmental Sustainability: LEED and Zero Net Energy

For Studio Gang, environmental considerations are an integral part of our design process from the very beginning, and we approach them as important criteria that open up architecture's aesthetic and social possibilities. Our overarching design goals are to create buildings that are light on the earth in their resource and material use, excellent spaces for working and living that make best use of natural daylight and views, and enduring architecture that will be functional, adaptable, and treasured far into the future. Driving our need to stay current in the latest methods for energy use reduction and technology for energy production are recently completed and current educational projects defined by high environmental performance, such as the design of three net-zero energy campuses, the Ford Calumet Environmental Center, the Academy for Global Citizenship, and, currently, the California College of the Arts. In addition, the core objective of our Sustainability Consultant, Atelier Ten, is to meet the needs of their clients by developing well-integrated buildings with simple systems that work with natural laws of physics to increase comfort, reduce energy consumption and contribute back to the greater environment.

While the design and construction of a zero net energy and LEED certified building is neither difficult nor costly, it can quickly become so if the entire project team does not focus comprehensively from the beginning of the design process on incorporating building performance strategies into all aspects of the architecture. To achieve the County's ambitious goals of zero net energy, we would start with the development of architectural and programmatic design opportunities to reduce energy demands. Those opportunities range in purpose, from improving thermal and visual comfort and encouraging natural ventilation to reducing the risk of condensation and conserving water. By providing early design testing of proposed strategies for efficiency, performance, and maintainability, Atelier Ten will help the design team shape the building to achieve its

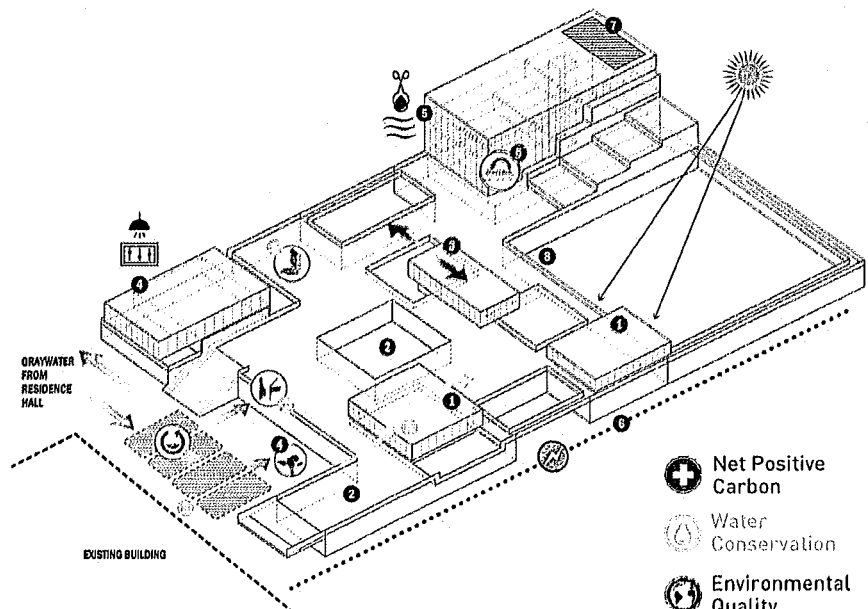
goals. After reducing the building's energy demands through careful architectural design, we will integrate high-efficiency best-practice building technologies to meet remaining building needs. Next we evaluate and recommend efficient on-site resource generators including renewable energy systems.

Once renewable resources have supplied as much of the building's needs as possible, the remainder ideally would come from sustainable utility sources. We explore creative and efficient means of enabling fully zero net energy operation through the elimination of all fossil fuel combustion within the project. Our extensive experience has helped us direct design teams toward the selection of environmental design options which are cost-effective, maintainable by the County, provide long-term value, and most of all, provide a healthy and safe indoor and outdoor environment.

Working side by side with Atelier Ten, our MEP Engineer Integral brings their invaluable experience with over eighty Zero Net Energy and forty LEED Platinum projects completed or in design.

The landscape will be a leading example of sustainability by integrating storm water management and treatment measures that are high performance and educational, exceeding LEED and other requirements, and creating a model for urban landscapes. Native and drought tolerant plantings will conserve water and create vital habitat where appropriate. The landscape could concentrate on "Re-Oaking" the native landscape, which is critical to supporting native habitats around the Bay. The design team will prioritize recycled materials and low carbon footprint alternatives to reduce the impact of the overall project, and strive to reach a carbon neutral solution for the landscape in the near future. CMG is on the forefront of developing a "carbon calculator" tool for site design that can be used to determine when a project achieves carbon neutral status and begins to "draw down" carbon from the atmosphere.

For the California College of the Arts, Studio Gang is working with Atelier Ten to develop a programmatic and conceptual vision for a unified California College of the Arts campus rooted in the heritage and creative spirit of the Bay Area, catalyzed by diverse art and design practices, and informed by social equity. The approach to sustainability is "aggressively passive," laying the foundation for environmental health and well-being in a Zero Net building.



Delivery Method Approach

6.03 L. CM/GC-at-Risk Coordination

The CM/GC-at-Risk delivery method offers an owner great benefit in terms of cost certainty, and flexibility, but only if a high level of commitment and trust can be achieved among all project participants. CM/GC-at-Risk requires a management approach based upon a commitment on the part of the County, Design Team, and CM/GC to achieve project success through a collaborative, "open book" process. We see our collaboration with the CM/GC as follows:

Goal Setting:

Target Cost: As soon as the CM/GC joins the team we will engage with them to develop a 'Cost Model' for the project that, once approved, will become the 'Target Budget' that all future cost updates will be compared to. We expect this to be a 2-3 week exercise in which the County will articulate goals and the CM/GC will convert those goals into cost targets based on historic costs and current market trends.

Project Schedule: During this initial phase we also will engage with the CM/GC to develop an overall project schedule based on the County's objective. This schedule should have all important milestones including demolition starts, permits, GMP target, procurement, commissioning, FF&E installation, commissioning and move-in.

Trade procurement & GMP: In order for the A/E team to align their scope and deliverables it is critical we are aligned with the CM/GC's plan for bidding the trades. A detailed procurement plan should be developed. This way we can better align our resources to hit specific targets. In addition, it will be important to understand what trades will be better served if they are bid Design-Build and trades that may have a Design-Assist component. Certain trades such as fire protection, elevators, and curtain-walls are better delivered Design-Build. In addition, it is critical for the team to understand what portions of the work may have to be subcontracted before the delivery of the GMP in order to meet the project completion deadline.

Designing to Budget

Designing to budget is an art that requires flexibility, trust but above all discipline. Once the Target Budget/scope is set, it is our expectation that the CM/GC will be represented at all weekly meetings and all meetings where design decisions and directions are set. We expect them to keep a 'Budget Control Log' that lists decisions that have an impact on the budget. For every dollar added there should be a dollar deducted. This is where the discipline comes in.

We also believe, that while the Project Managers (County, AE & CM/GC) shall be responsible for the overall budget, selected representatives from these entities can be made responsible for delivering their respective disciplines within the budget allocated for their trade within the overall Target Budget. For example, there should be individuals responsible to deliver the mechanical system within the budget. The budget meetings should happen monthly, in addition to major milestones, where the status of the budget is reviewed.

Selection of Building Systems and Materials:

During the concept design phase, we plan to engage with the CM/GC to help the design team do a thorough analysis of potential building systems. This analysis should include initial costs, operation costs and ease of maintainability. This analysis should be documented and the team should deliberate and select systems that meet the County's goals. We see these discussions over a series of meetings either standalone or tagged to weekly coordination meetings.

BIM Standards & Project Management Tools

There should be a common BIM standard for the project for ease of transfer of information between the A/E team and the subcontractors. We expect to collaborate with the CM/GC to develop these standards. In addition, we will determine project management/communication tools (Revit, Bluebeam, Plangrid) that the team will deploy.

Constructability Reviews

At regular intervals and on an ongoing basis, we will seek continuous feedback on building details to ensure that we are not drawing details that are unbuildable or not used. We will expect the CM/GC to interface with subcontractors and material suppliers and help us with market information that results in the most efficient construction.

In summary, we consider the CM/GC as an integral part of the design and decision making process as they are ultimately responsible for delivering the physical building.

6.03 M. Coordination with Relevant and Local Agencies

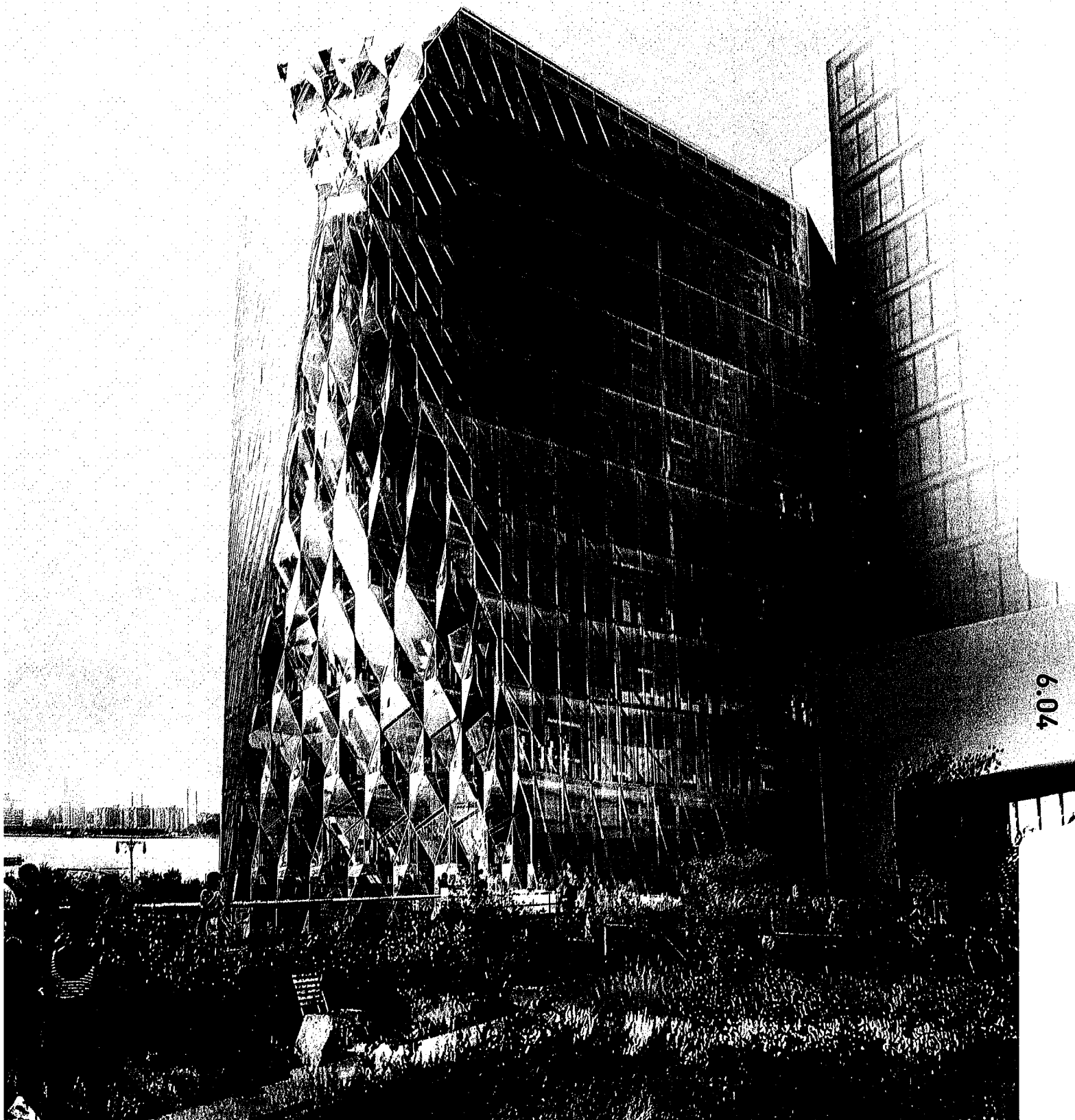
At the very outset, during the project initiation and team alignment phase, we will enumerate agencies that have oversight and approval authority over the project in order to identify these approvals on the schedule.

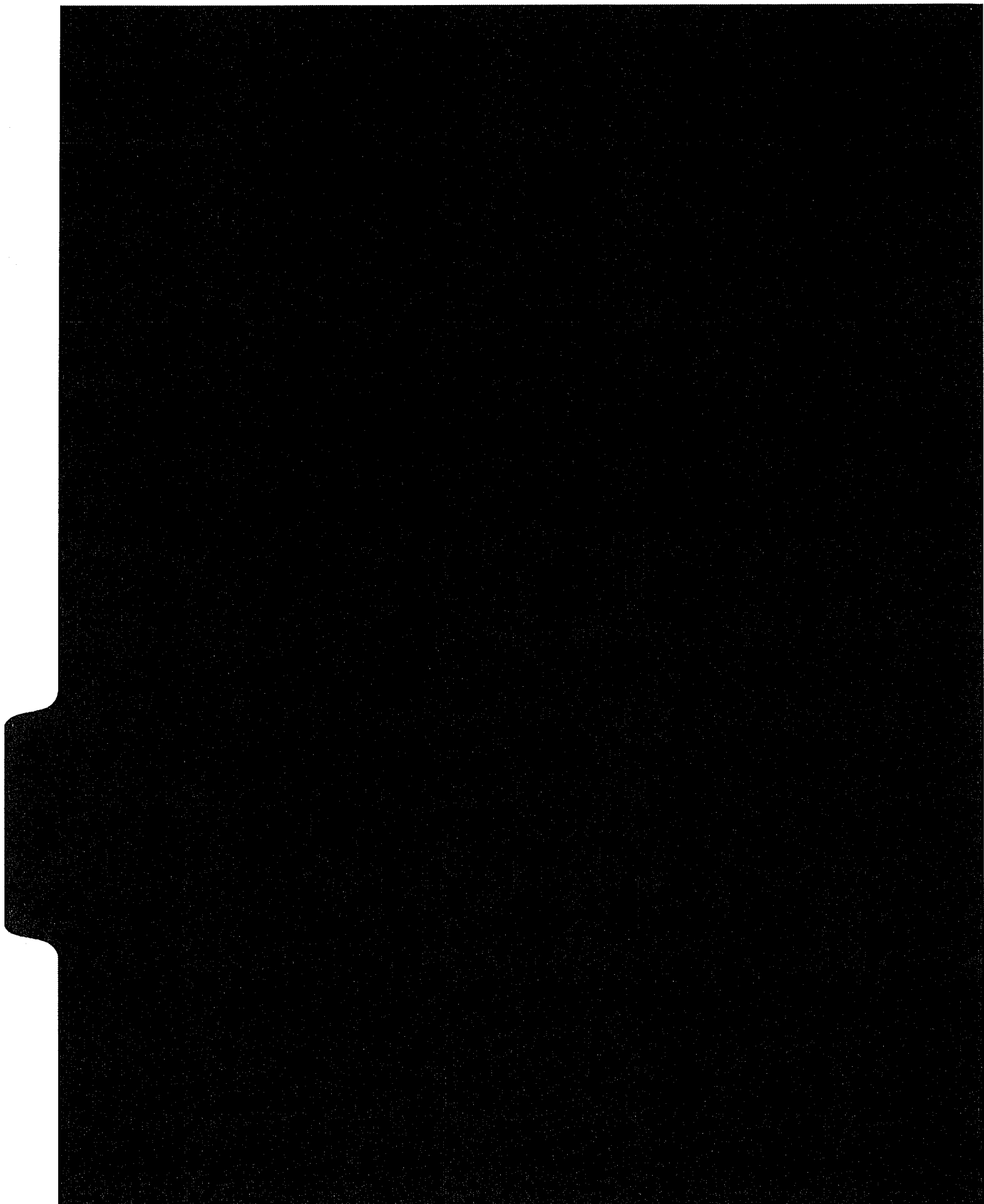
During schematic design, once we have narrowed down the design options and have preliminary building and site plans, we will set appointments for review and feedback with all agencies having jurisdiction. The goal of these meetings will be to ensure understanding of the project schedule, agency submission requirements and timing, and review durations. A candid conversation and no surprises is the key to timely approvals.

Our understanding of the agencies that review this project include the local Fire Marshall, and the County DPW. We will develop a SWPP (Storm water prevention plan) that requires state approvals, and will need to coordinate engineering requirements with all local utilities in tandem with the selected CM/GC. Lastly, we will coordinate and support the firm selected to obtain EIR approvals.

40 Tenth Avenue,
New York, NY, 2019
Targeting LEED Gold

Compensation





Fee Proposal

6.04 A, B, C, D, F

Our proposed fee structure is based on a 121,000 gsf New County office Building and related site landscape including the public promenade within your identified construction budget of \$70 Million. As we engage with the PDU and understand the project scope and expectations more thoroughly, we may revise allocations with your input. For hourly rates, please see 6.02A -1.

COMPANY NAME	PROJECT ROLE/DISCIPLINE	CONCEPT/PROGRAMMING PROPOSED FEE PER PHASE					SUB-TOTAL FEE	REIMB. EXPENSES
		Concept & Programming	SD	DD	CD & P/B/N	CA		
Studio Gang	Design Architect (AOR)	\$573,684	\$613,618	\$759,406	\$833,792	\$1,005,886	\$3,786,386	\$132,523
KMD	Associate Architect	\$46,872	\$390,432	\$412,860	\$468,300	\$555,660	\$1,874,124	\$65,594

Proposed Subconsultants

Magnusson Klemencic Ass.	Structural Concept	\$13,500	\$27,000	\$9,000	\$9,000	\$4,500	\$63,000	\$5,000
SOHA Engineers	Structural Engineering	\$4,500	\$18,000	\$121,500	\$225,000	\$126,000	\$495,000	\$3,000
Atelier Ten	Sustainability	\$22,500	\$28,800	\$22,500	\$9,000	\$0	\$82,800	\$2,000
Integral	MEP Engineering	\$117,000	\$117,000	\$234,000	\$468,000	\$234,000	\$1,170,000	\$0
Integral	Low Voltage	\$3,600	\$3,600	\$7,200	\$14,400	\$7,200	\$36,000	\$0
CMG	Landscape Architecture	\$170,595	\$173,745	\$234,000	\$271,644	\$176,994	\$1,024,812	\$118,826
Telamon Engineering Consultants Inc	Civil Engineering	\$36,000	\$45,000	\$4,000	\$166,500	\$36,000	\$328,500	\$1,500
Papadimos Group	Acoustic	\$9,900	\$13,800	\$16,200	\$20,700	\$18,000	\$78,300	\$1,000
Syska Hennessy Group	Vertical Transportation	\$1,620	\$6,525	\$10,575	\$14,850	\$6,975	\$41,175	\$1,000
Smith Fause & McDonald, Inc	Security Electronic	\$1,620	\$3,960	\$10,710	\$14,940	\$4,374	\$35,604	\$800
Smith Fause & McDonald, Inc	Audio-visual	\$1,620	\$6,624	\$16,722	\$24,066	\$10,260	\$59,292	\$1,200
Jeffrey Hughes	Accessibility & Code Review	\$7,236	\$13,716	\$14,868	\$12,816	\$7,992	\$56,628	\$1,540
TBD Consultants	Project & Cost Management	\$29,700	\$58,500	\$40,500	\$49,500	\$0	\$178,200	\$0
Subtotal - Basic Services Fee		\$1,040,577	\$1,520,020	\$1,946,905	\$2,608,478	\$2,193,841	\$9,309,821	

Other Proposed Services

Fees associated with BIM production	\$0	\$800	\$1,300	\$1,800	\$0	\$3,900
Provide allowance should the County elect to go for LEED certification at a later time	\$9,500	\$31,000	\$161,500	\$302,500	\$73,000	\$713,000
Total Proposed Fee						\$10,026,721
Allowance for Physical Model (NTE)						\$40,000
Reimbursable Expenses Allowance						\$333,984
Grand Total Fee						\$10,734,689

6.04 G. Design/Build Impact

Our fees will not decrease if design-assist is employed because it does not reduce any of our deliverables. In fact, there is an increase in meetings, reviews and coordination and may result in a slight increase in fees even though in the long run design-assist will have a net positive impact on construction costs.

There will be a reduction in fees for trades that are contracted design-build. For the purpose of our fees we have assumed the elevators/vertical transportation and fire-protection systems to be design-build as these are proprietary systems and it is customary in the industry to be delivered design-build.

Fee Notes

Professional Fee Notes

- 1) **Project Schedule:** The schedule defines the maximum time period for services, exclusive of any suspension of work. Should the duration of the schedule exceed the maximum time period indicated for each phase, for reasons primarily unrelated to Studio Gang's fault, additional time will be billed as an Additional Service.
- 2) **Public Meetings:** Professional Fees *include* attendance as outlined at public meetings. Additional public meetings requested by the Owner will be billed as an Additional Service.
- 3) **Physical Modeling:** Physical modeling for design and study throughout the course of the work *is included* in the Professional Fees. Physical modeling for presentation *is not included* in the fee and will be billed as an Additional Service. Studio Gang self-performs all physical modeling in the Studio Gang Model Shop.
- 4) **Digital Modeling:** Digital modeling and renderings for design and study throughout the course of the work (including Revit/BIM during DD, CD, and CA) *are included* in the Professional Fees. REVIT/BIM modeling will start at the commencement of the DD phase. Renderings for presentation, marketing, or publication *are not included* and will be billed as an Additional Service. Completed renderings (interior or exterior) are **\$7,000** per print-ready image, post-3D modeling.
- 5) **Wayfinding and Signage:** Professional fees for wayfinding and signage are excluded and may be added once we determine with the San Mateo PDU the scope, standards, and preferred vendors.
- 6) **Interior Architecture and Design:** Full-Service Interior Architecture and Design scope and fees *are included* in the Architect (AOR) Professional Fee. Scope of work includes development of furniture plans, but specification and procurement will be completed by workplace systems dealer(s).
- 7) **Reimbursable Expenses:** General Reimbursable and Travel Expenses are not included in the Professional Fees. (See General Reimbursable Expenses in the Terms and Conditions section.)
- 8) **Specialized Subconsultants:** Design Team and Client-direct consultants who may be required, but whose fees are not included in this proposal, are (but not limited to):
 - Façade Engineering
 - Construction Manager
 - Project Management
 - LEED Building Commissioning Agent
 - Professional Surveyor
 - Geotechnical / Geo-environmental Engineer
 - Traffic and Parking Consultant
 - Permit Expediting Services
 - Preconstruction Services (by CM/GC at risk)
 - Environmental Permitting and Testing Engineers / Agency
 - Roofing, Façade, Building Envelope Inspector
 - Legal Services

NOTE: SGA reserves the right to request, as an additional service, the consultancy of any or all of the above as deemed necessary for the Project and agreed upon by the Client. All of these consultants may be in direct contract with the Client.

Terms and Conditions

Payment Terms

Studio Gang will invoice monthly in equal installments over the duration of the Project for compensation due us per the contract plus reimbursable expenses due us under the same. Payments are due within thirty calendar days of the date of invoice.

General Reimbursable Expenses

In addition to our Professional Fee, Studio Gang is to be reimbursed for all project-related expenses. Our General Reimbursable Expenses for the project are estimated to be **3.5%** of our Professional Fee. Typical expenses include, but are not limited to:

Project renderings and physical modeling for presentations, marketing, sales, etc.
 Model materials, mock-up materials, or other similar materials
 In-house reproduction of documents, plots, copies, and printing and mounting
 Out-of-house reproduction of documents, plots, copies, and printing and mounting
 Shipping, postage, messenger service, FedEx, UPS, DHL, and similar services
 Design of mock-ups, project samples, materials samples, and other project-specific visuals
 Fees of any special consultants retained by us at the request of the Client
 Local transportation including to and from the site
 Airfare and hotel accommodations (see below)

Travel Reimbursable Expenses

An estimate of the cost of travel including airfare and hotel accommodations **is not included** in this proposal. We propose to identify with you the travel plan and associated expenses most conducive to project success and will approve domestic travel Chicago-San Mateo, including airfare (Business class for Principals) taxi services, rental car, lodging, and subsistence per US Government GSA Per Diem for San Francisco.

Ownership of the Intellectual Rights and Instruments of Service

Studio Gang Architects, Ltd. and our direct consultants shall be deemed the authors and owners of their respective Intellectual Property, Ideas, Concepts, and all Instruments of Service, including Writings, Sketches, Diagrams, Physical Models, Digital Models, Renderings, Contract Documents, and Specifications, and shall retain all common law, statutory, and other reserved rights, including copyrights. Submission or distribution of Instruments of Service to meet official regulatory requirements or for similar purposes in connection with the Project are not to be construed as publication in derogation of the reserved rights of the Architect and the Architect's consultants.

Credit

Jeanne Gang + Studio Gang Architects, Ltd. in association with KMD Architects must be credited as the architect and author in all press, publications, and announcements, both private and public.

Confidentiality

The Architect shall maintain the confidentiality of information specifically designated as confidential by the Owner, unless withholding such information would violate the law, create the risk of significant harm to the public, or prevent the Architect from establishing a claim or defense in an adjudicatory proceeding. The Architect shall require of the Architect's consultants similar agreements to maintain the confidentiality of information specifically designated as confidential by the Owner.

Insurance

The Architect and the Architect's consultants shall maintain for the full term of the Project the following insurance coverage. The A/E Team, for the life of the project, shall deem insurance coverage in excess of the amounts noted below to be reimbursable expenses. The required insurance certificates indicating the noted minimum coverage limits and named insurers shall be submitted to the Client at the closing of the contract and will be attached to contract documents. All firms will submit a summary statement of any outstanding insurance claims from insurer(s) with their insurance certificate. At the writing of this proposal, Studio Gang has no outstanding claims.

Commercial General Liability Insurance with a minimum \$1,000,000 each occurrence / \$1,000,000 Damage to Rented Premises each occurrence / \$5,000 Medical Expense for any one person / \$1,000,000 Personal Injury / \$2,000,000 General Aggregate / \$1,000,000 Products – Comp/Op Aggregate

Automobile Liability Insurance covering all hired and non-owned vehicles with a minimum combined single limit of \$1,000,000 each accident for bodily injury and property damage

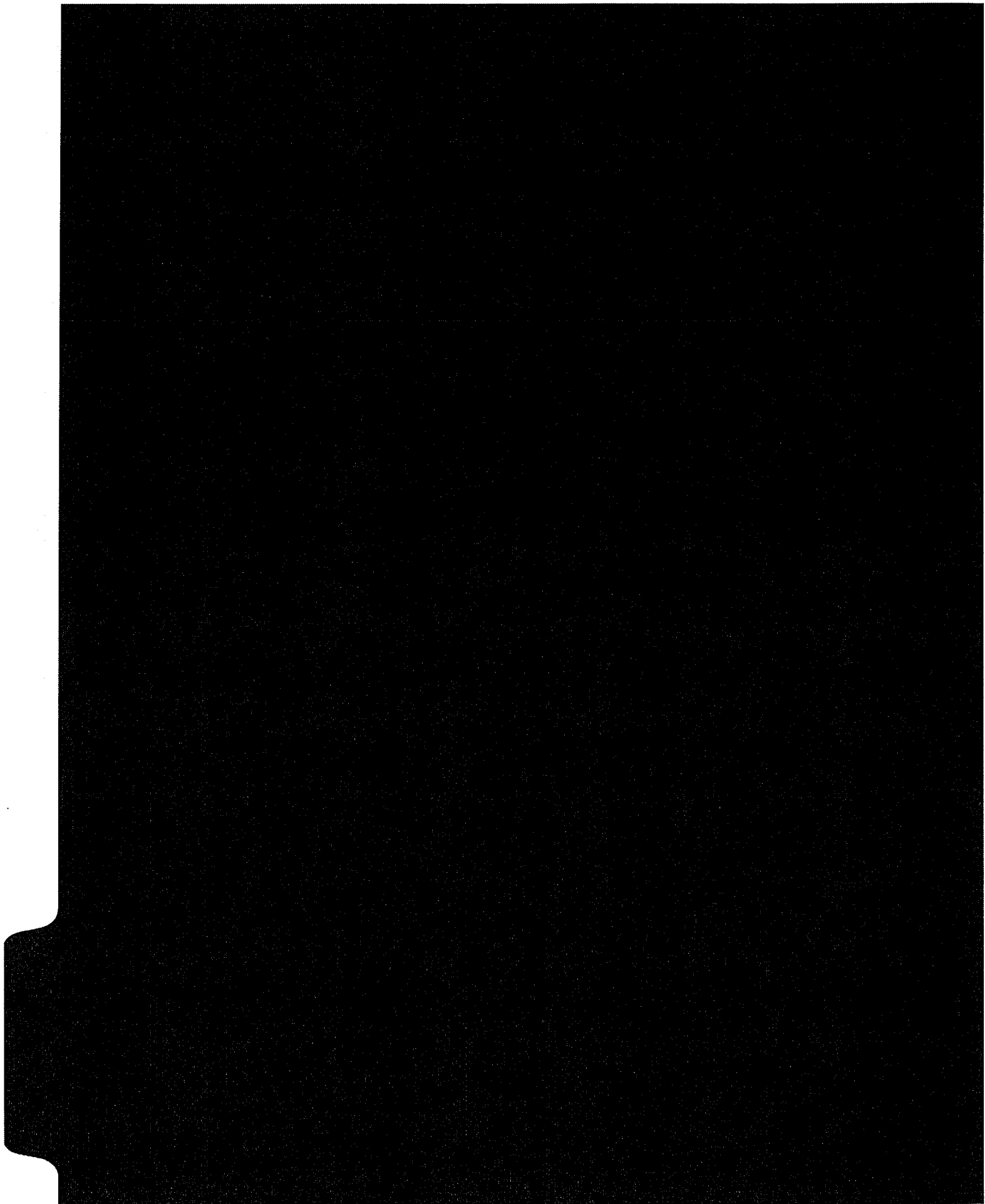
Workers' Compensation Insurance with State's statutory limits and Employer's Liability Insurance with a minimum limit of \$500,000 each accident for any employee / \$500,000 disease each employee / \$500,000 Disease Policy Limit

Our standard Professional Liability Insurance coverage is \$2,000,000 per claim and \$4,000,000 in the aggregate. An additional \$1,000,000 in coverage is available at an additional charge of \$10,000/year. In the highly unlikely event of a claim (Architect has never needed to invoke its professional liability proceeds since opening for business in 1997), the Client agrees to limit the Architect's liability for the Client's damages to the amount of available insurance proceeds, regardless of the cause of action or legal theory.

Acceptance of the County's Professional Services Agreement

University of Chicago
Campus North
Residential Commons,
Chicago, IL, 2016
Targeting LEED Platinum

6:05



Exceptions to Draft Agreement

Enclosure 1

AGREEMENT BETWEEN THE COUNTY OF SAN MATEO

AND [Contractor name]

*****REMOVE ALL INSTRUCTIONAL NOTES IN RED **BEFORE** SENDING CONTRACT TO SERVICE PROVIDER)

This Agreement is entered into this _____ day of _____, 20____, by and between the County of San Mateo, a political subdivision of the state of California, hereinafter called "County," and [Insert contractor legal name here], hereinafter called "Contractor."

"Whereas, pursuant to Section 31000 of the California Government Code, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof; and;

Whereas, it is necessary and desirable that Contractor be retained for the purpose of [Enter information here].

Now, therefore, it is agreed by the parties to this Agreement as follows

Exhibits and Attachments

The following exhibits and attachments are attached to this Agreement and incorporated into this Agreement by this reference:

- Exhibit A—Services
- Exhibit B—Payments and Rates
- Attachment I—§ 504 Compliance
- Attachment IP – Intellectual Property

1. Services to be performed by Contractor

In consideration of the payments set forth in this Agreement and in Exhibit B, Contractor shall perform services for County in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibit A. The Contractor's services shall be performed in a manner consistent with that degree of skill and care ordinarily exercised by practicing design professionals performing similar services at the same time, in the same locality, at the same site and under the same or similar circumstances and conditions. The Contractor makes no other representations or warranties, whether expressed or implied, with respect to the services rendered hereunder.

2. Payments

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, County shall make payment to Contractor based on the rates and in the manner specified in Exhibit B. ~~County reserves the right to withhold payment if County determines that the quantity or quality of the work performed is unacceptable.~~ In no event shall County's total fiscal obligation under this Agreement exceed [write out amount] (\$Amount). In the event that the County makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by the County at the time of contract termination or expiration. Contractor is not entitled to payment for work not performed as required by this agreement.

3. Term

Subject to compliance with all terms and conditions, the term of this Agreement shall be from [Month and day], 20[last 2 digits of start year], through [Month and day], 20[last 2 digits of end year].

4. Termination

This Agreement may be terminated by Contractor or by the Director of Public Works or his/her designee at any time without a requirement of good cause upon thirty (30) days' advance written notice to the other party.

~~Subject to availability of funding,~~ Contractor shall be entitled to receive payment for work/services provided prior to termination of the Agreement. Such payment shall be that prorated portion of the full payment determined by comparing the work/services actually completed to the work/services required by the Agreement.

County may terminate this Agreement or a portion of the services referenced in the Attachments and Exhibits based upon the unavailability of Federal, State, or County funds by providing written notice to Contractor as soon as is reasonably possible after County learns of said unavailability of outside funding.

County may terminate this Agreement for cause. In order to terminate for cause, County must first give Contractor notice of the alleged breach. Contractor shall have five business days after receipt of such notice to respond and a total of ten calendar days after receipt of such notice to cure the alleged breach. If Contractor fails to cure the breach within this period, County may immediately terminate this Agreement without further action. The option available in this paragraph is separate from the ability to terminate without

cause with appropriate notice described above. In the event that County provides notice of an alleged breach pursuant to this section, County may, in extreme circumstances, immediately suspend performance of services and payment under this Agreement pending the resolution of the process described in this paragraph. County has sole discretion to determine what constitutes an extreme circumstance for purposes of this paragraph, and County shall use reasonable judgment in making that determination.

5. Contract Materials

At the end of this Agreement, or in the event of termination, all finished ~~or unfinished~~ documents, data, studies, maps, photographs, reports, and other written materials (collectively referred to as "contract materials") prepared by Contractor under this Agreement shall provided Contractor has been fully paid for services rendered, become the property of County and shall be promptly delivered to County. Upon termination or at the end of this Agreement, Contractor may make retain and use and retain a copy of such contract materials as long as it does not substantially copy the completed design on another project if permitted by law. County agrees that any future use, reuse, or modification of the Contractor's contract materials without retaining and maintaining the retention of the Contractor shall be at the County's sole risk and without liability to the Contractor and the County agrees to waive any and all claims against the Contractor and release, defend, indemnify and hold the Contractor harmless from any and all claims or liabilities arising therefrom.

6. Relationship of Parties

Contractor agrees and understands that the work/services performed under this Agreement are performed as an independent contractor and not as an employee of County and that neither Contractor nor its employees acquire any of the rights, privileges, powers, or advantages of County employees.

7. Hold Harmless

a. General Hold Harmless

Contractor shall indemnify and save harmless County and its officers, agents, employees, and servants ~~directors from all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Contractor under this Agreement, or payments made pursuant to this Agreement brought for, or on account of, to the extent any of the following are caused by the Contractor's negligent performance of services under this agreement:~~

- (A) injuries to or death of any person, including Contractor or its employees/officers/agents;
- (B) damage to any property of any kind whatsoever and to whomsoever belonging; any sanctions, penalties, or claims of damages resulting from Contractor's failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or
- (C) any other loss or cost, including, but not limited to that caused by the concurrent active or passive negligence of County and/or its officers, agents, employees, or servants. However, Contractor's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which County has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct.

~~The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code. The parties expressly agree that this indemnity provision does not include, and in no event shall the Contractor be required to assume, any obligation or duty to defend any claims, causes of action, demands, or lawsuits in connection with or arising out of this Project or the services rendered by the Contractor. In no event shall the indemnification obligation extend beyond the date when the institution of legal or equitable proceedings for professional negligence would be barred by any applicable statute of repose or statute of limitations.~~

b. Intellectual Property Indemnification

Contractor hereby certifies that it owns, controls, and/or licenses and retains all right, title, and/or interest in and to any intellectual property it uses in relation to this Agreement, including the design, look, feel, features, source code, content, and/or other technology relating to any part of the services it provides under this Agreement and including all related patents, inventions, trademarks, and copyrights, all applications therefor, and all trade names, service marks, know how, and trade secrets (collectively referred to as "IP Rights") except as otherwise noted by this Agreement.

Contractor ~~warrants~~ agrees that the services it provides under this Agreement do not infringe, violate, trespass, or constitute the unauthorized use or misappropriation of any IP Rights of any third party.

Contractor shall defend, indemnify, and hold harmless County from and against all liabilities, costs, damages, losses, and expenses (including reasonable attorney fees) arising out of or related to any claim

Kavinder Singh

President, CM@Risk Delivery Leadership

kmd

San Francisco
+1 415 399 4739



An Architect by education, but with over 23 years of experience with a leading General Contractor in the Bay Area, Kavinder brings a unique perspective to KMD. His role on the project will be to guide KMD's team to understand the County's objectives and design with the project budget and schedule in mind. Kavinder will also help the team in crafting a project deliverables time line that takes the most advantage of the CM/GC at Risk delivery method. We believe Kavinder's experience will benefit the project immensely and differentiate Studio Gang's team and strategy.

YEARS AT KMD ARCHITECTS

2

EDUCATION

Masters in Building Construction,
University of Florida
Bachelor of Architecture, College of
Architecture, India

PROFESSIONAL EXPERIENCE

32

REFERENCES

Contra Costa County Administration
Building:
Ramesh Kanzaria, Capital Projects
Division Manager, Contra Costa County
T: (925) 313-2144
E: rkanz@pw.cccounty.us

Pier 27 International Cruise Ship
Terminal:
Mohammad Nuru, Director,
San Francisco Public Works
T: (415) 725 7245

Bruce Calitri, Folsom Site Construction
Manager, Intel Corporation
T: (916) 377-4334
E: bruce.calitri@intel.com

PERTINENT EXPERIENCE

Contra Costa County New Admin.

Building & Master Plan

Martinez, CA, Current
Planning Study and Conceptual Design
for a new County Administration
Building.

Pier 27 International Cruise Ship Terminal*

San Francisco, CA, Completed
\$100m renewed state-of-the-art, LEED-
certified cruise terminal that serves as
a special event facility on non-cruise
days. The project also includes 2-acre,
new Northeast Wharf public plaza
serving San Francisco and the Bay
Area, as required by the San Francisco
Bay Conservation and Development
Commission's Special Area Plan for the
San Francisco Waterfront.

SFO Terminal 2 Renovation*

San Francisco, CA
The renovation of Terminal 2--including
Boarding Area D--at San Francisco
International Airport expanded and
transformed the space into a 640,000
square foot, 14-gate domestic terminal.
Upgrades include passenger loading
bridges with aircraft support systems,
added inbound and outbound baggage
handling systems (including in-line
explosive detection systems), mezzanine
level access to the automated people
mover system, and mechanical and
electrical upgrades.

222 Second Street*

San Francisco, CA

222 Second Street is an entitled
26-story LEED-registered office tower
offering 450,209 rentable square feet of
office space, 2,209 square feet of retail
and two levels of subterranean parking.

Tech Museum of Innovation*

San Jose, CA

This \$60M project was for a new
132,000 square foot facility that includes
four galleries filled with hands-on
exhibits, a domed IMAX theater,
cafeteria and gift shop, and two large
atrium lobbies. This educational
resource was designed to serve as
a dramatic architectural landmark
and celebrates Silicon Valley and the
changes its technology has brought to
the society.

Santa Clara Valley Medical Center North Tower*

Santa Clara, CA

This \$200M project involved the
replacement of a building to provide
Intensive Care and Acute Care hospital
beds, a rehabilitation therapy center,
aquatic therapy pool, offices and
facilities for medical staff and supply
storage. The project also included the
design-build of a central plant upgrade
and underground utility infrastructure.

*Experience prior to KMD

Mauricio Sánchez

Senior Project Leader, QA/QC Leader



Studio Gang

Chicago
872.315.2234

Architect Mauricio Sánchez is Studio Gang's QA/QC Leader with specific focus on Construction Administration, duties he has successfully performed on many large-scale, complex projects. His organizational skills and thoroughness, while key to performing these duties, will also actively support the design and management leadership for the new building for San Mateo County.

YEARS AT STUDIO GANG

13

EDUCATION

Illinois Institute of Technology,
Master of Architecture, 2000
Universidad Nacional, Theory of
Modern Architecture, 1994
Universidad del Valle, Colombia, 1990

PROFESSIONAL EXPERIENCE

Studio Gang, 2004-present
Senior Project Leader
Larsen Darby Architects, 2001-2004
Saavedra Gehlhausen Architects,
1991-2001, Senior Associate

REFERENCES

Folsom Bay Tower:
Matthew Biss, Managing Director,
Tishman Speyer
T: +1 212-715-0300
E: MBiss@TishmanSpeyer.com

Shoreland / City Hyde Park:
Eric Levin, Director of New
Development, Silliman Group
T: +1 773 347 3386
E: elevin@sillimangroup.com

Los Angeles Tower:
Ron Klemencic, Chairman & CEO,
Magnusson Klemencic Associates
T: +1 206 215 8203
E: rklemencic@mkca.com

PERTINENT EXPERIENCE

Los Angeles Tower
(Los Angeles, CA), anticipated 2020
350,000 sf mixed-use building that aims
to enrich Chinatown's ongoing growth.

Vista Tower
(Chicago, IL), in construction,
anticipated 2020

This mixed-use tower will be the third
tallest in the city when complete, linking
downtown Lakeshore East to the River.

Folsom Bay Tower
(San Francisco, CA), in construction,
anticipated 2019
480,000-sf urban residential community
with 40% below market rate units that
reimagines San Francisco's bay window,
deployed over the tower's 400-ft height.

**University of Chicago Campus North
Residential Commons**
(Chicago, IL), completed 2016
400,000-sf mixed use commons creates
a dynamic new front door for the
University. With its careful assemblage
of slender buildings, the LEED Platinum
project integrates students and
community in a new, green urban fabric.

City Hyde Park
(Chicago, IL), completed 2016
A 500,000-sf residential tower that
reimagines the urban apartment
building, bringing together new options
for living, recreation, and leisure.

Aqua Tower
(Chicago, IL), completed 2010

The 1.9 million-sf Aqua Tower creates
a vertical community on its 876-ft
tall facade. Its design borrows from
the characteristics of terrestrial
topography, and is the cumulative result
of responses to specific conditions of
density, environment, and use.

Shoreland
(Chicago, IL), completed 2014
A 468,000-sf renovation and restoration
of the historic Shoreland Hotel into a
contemporary residential tower with
330 apartment units and new public
areas that create exciting spaces for
public events and activities.

Brick Weave House
(Chicago, IL), completed 2009
A 3,250-sf single-family home that
updates an existing 19th-century
stable with a garden surrounded by a
brick screen, revealing and enclosing
the private courtyard and house
beyond.

REGISTRATIONS & CERTIFICATIONS

Registered Architect in Illinois
Member, American Institute of
Architects
National Council of Architectural
Registration Boards (NCARB)
LEED 2.0 Accredited Professional

Paige Adams, LEED AP

Senior Interior Designer

Studio Gang

Chicago
+1 872 315 2239



Senior Interior Designer Paige Adams works continuously with design teams across Studio Gang's offices to deliver interior concepts that respond to and reflect the total architectural vision, such as the University of Chicago Campus North Residential Commons' three-story House Hubs that create communal gathering spaces for each Residential College. Paige also served as Interior Designer for City Hyde Park and Writers Theatre, which won the AIA Institute Honor Award for Interior Architecture in 2016. For the San Mateo County Building, she will lead the interior design in-house as an extension of Studio Gang's architectural vision.

YEARS AT STUDIO GANG

3.5

EDUCATION

University of Cincinnati, Bachelor of Science in Interior Design, 2004

PROFESSIONAL EXPERIENCE

Studio Gang, 2013 - present
Gensler, 2005-2013
Senior Interior Designer

REFERENCES

University of Chicago Campus North
Residential Commons:
Eric Eichler, Principal
FORGE Project Management
T: +1 773 612 9858
E: eeichler@forgeprojects.net

One Hundred / City Hyde Park:
Eric Levin, Silliman Group
T: +1 773 347 3386
E: elevin@sillimangroup.com

One Hundred / City Hyde Park:
Eli Ungar, Antheus Capital
T: +1 201 541 8003
E: eungar@antheuscapital.com

SELECTED PROJECTS

U.S. Embassy Compound Brasília (Brasília, Brazil), anticipated 2022
New, 250,000 sf Embassy on the United States Embassy's 12-acre site.

Folsom Bay Tower (San Francisco, CA), anticipated 2019

A 480,000 sf residential tower in downtown San Francisco evolves the vernacular bay window to create a building of corner units, with 30% below market-rate.

One Hundred Tower (St. Louis, MO) anticipated 2019
550,000 sf, mixed-use tower in St. Louis's Central West End neighborhood, with sweeping views of Forest Park to the west and the Gateway Arch to the east.

Solstice on the Park (Chicago, IL), anticipated 2019
400,000 sf residential tower shaped by solar access to maximize sunlight for passive solar warming during winter, and minimize heat gain during summer.

40 Tenth Ave (New York, NY), under construction anticipated 2018
166,750 sf office tower that is sculpted by the geometric relationships between the building and the sun's path to create a gem-like facade that protects sunlight and views from the High Line Park.

Solomon R. Guggenheim Foundation Offices

(New York, NY), 2017
A 40,000-sf office build-out bringing together the Foundation's curatorial, development, exhibition, and administrative departments.

University of Chicago Campus North Residential Commons (Chicago, IL), completed 2016
400,000-sf mixed use commons creates a dynamic new front door for the University campus. With its careful assemblage of slender bar buildings, the LEED Platinum project integrates students and community in an urban fabric of plazas and courtyards.

City Hyde Park (Chicago, IL), 2016
A 500,000-sf residential tower that reimagines the urban apartment building, bringing new options for living, recreation, and leisure to its full-block site at a busy commercial intersection.

REGISTRATIONS & CERTIFICATIONS

National Council for Interior Design Qualifications (NCIDQ)
LEED Accredited Professional

RECENT HONORS

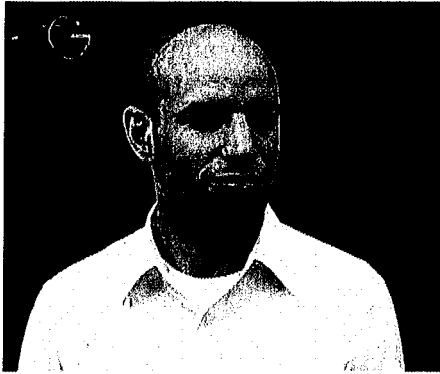
AIA Institute Honor Award for Interior Architecture, Writers Theatre, 2017

Vincent Calabro

Project Architect

Studio Gang

San Francisco
+1 440 785 1207



Vincent Calabro will be responsible for facilitating clear and consistent communications, design translation, and follow through among San Mateo County, Studio Gang, and our expert consultant team. Vincent served as a key team member for the University of Chicago Campus North Residential Commons since the project began in the fall of 2012 both in the Studio Gang office, and on the project site. Based in San Francisco, Vincent has been the Project Architect on both the California College of the Arts and UC Santa Cruz Kresge College.

YEARS AT STUDIO GANG

4

EDUCATION

Yale University, Master of Architecture, 2012

University of Cincinnati, Bachelor of Science in Architectural Studies, 2007

PROFESSIONAL EXPERIENCE

Studio Gang, 2013 - present

William McDonough + Partners, 2012-2013

Kieran Timberlake, 2007 - 2009

Andrade Architects, 2006

LOT-EK, 2006

Kohn Pedersen Fox, 2005

Kulchysky Architects, 2004

REFERENCES

California College of the Arts:

Steven Beal, President

T: +1 510 594 3630

E: sbeal@cca.edu

University of California Santa Cruz:

Jolie Kerns, Senior Architect

T: +1 831 212 0196

E: kernsj@ucsc.edu

Solstice on the Park:

Eric Levin, Silliman Group

T: +1 773 347 3386

E: elevin@sillimangroup.com

PERTINENT EXPERIENCE

California College of the Arts (San Francisco, CA), anticipated 2021

2.4-acre, net-zero, urban campus that creates a new model for environmental sustainability in San Francisco.

UC Santa Cruz Kresge College (Santa Cruz, CA), Campus Plan 2017

Development of planning concepts and programming to renew historic, 6-acre campus while identifying new spaces for living and learning.

Vista Tower (Chicago, IL), in construction, anticipated 2029

This 1,200 ft-tall mixed-use tower will be the third tallest in the city when complete, knitting together the downtown Lakeshore East community to its surroundings with new urban connections and enhanced public access to the Chicago River.

Folsom Bay Tower (San Francisco, CA), in construction, anticipated 2019

480,000-sf urban residential community with 40% below market rate units that reimagines San Francisco's bay window, deployed over the tower's 400-ft height.

Solstice on the Park (Chicago, IL), anticipated 2018

400,000 sf residential tower shaped by solar access to maximize sunlight for passive solar warming during winter, and minimize heat gain during summer.

University of Chicago Campus North Residential Commons (Chicago, IL), completed 2016

400,000-sf mixed use commons creates a dynamic new front door for the University campus. With its careful assemblage of slender bar buildings, the LEED Platinum project integrates students and community in an urban fabric of plazas and courtyards.

City Hyde Park (Chicago, IL), completed 2016

A 500,000-sf residential tower that reimagines the urban apartment building, bringing new options for living, recreation, and leisure to its full-block site at a busy commercial intersection.

Yale Building Project (New Haven, Connecticut), 2012

Project Manager for design and construction of two-unit house.

REGISTRATIONS & CERTIFICATIONS

LEED Accredited Professional
Registered Architect in Illinois

Magda Wala

Project Manager

Studio Gang

Chicago
+1 872 315 2270



Magda Wala is a Project Architect and Project Manager in Studio Gang's Chicago office, leading design teams for public and cultural projects. She has led large, complex institutional projects from design concept to construction administration, ranging in scale from civic buildings to institutional masterplans and including the National Museum of the American Indian and National Aquarium strategic masterplans. For the San Mateo County building, Magda will provide day-to-day project leadership for the entire A/E team.

YEARS AT STUDIO GANG

4

EDUCATION

University of Cincinnati, Bachelor of Science in Architecture, 2005
University of Cincinnati, Master of Architecture, 2007
Fulbright Scholar, Poland, 2010

PROFESSIONAL EXPERIENCE

Studio Gang, Project Architect, 2013 - Present
EOP Architects, Project Architect, 2012 - 2013
SLAB Architecture NYC, Design Team Member, 2008 - 2010

REFERENCES

National Museum of the American Indian Strategic Masterplan:
Ann Trowbridge, Associate Director for Planning, Smithsonian Institution
T: +1 202 633 6555
E: TrowbridgeA@si.edu

Daniel Hallett, Associate Mechanical Engineer, Arup
T: +1 212 896 3124
E: danielhallett@arup.com

National Aquarium Strategic Masterplan:
Jacqueline Bershad, Vice President of Capital Planning, National Aquarium
T: +1 410 576 3809
E: JBershad@aquarium.org

PERTINENT EXPERIENCE

National Museum of the American Indian Strategic Masterplan (Washington, DC), anticipated 2018.
Comprehensive framework plan to improve the physical and operating requirements of NMAI, taking stock of how these facilities support NMAI's mission, collections, visitors, and staff, as well as contemporary Native communities. Deliverable include the development of capital projects to address facility challenges, as well as a roadmap for their implementation to help Smithsonian Institution to procure funding.

Confidential High Rise (Denver, CA), anticipated 2021

A high density timber structure high rise exploring regenerative design strategies.

One Hundred Tower (St. Louis, MO), anticipated 2019

Mixed-use tower that will provide panoramic views of St. Louis' Forest Park and Gateway Arch. The 540,369 sf tower includes retail, amenities, parking, and residential apartments and is targeting LEED certification.

FDNY Rescue Company 2 (Brooklyn, NY), anticipated 2018

20,000 sf new facility designed as a community hub and training tool for the elite Company to simulate a wide range of emergency conditions.

National Aquarium Strategic Masterplan (Baltimore, MD), completed 2015

36,000 sf urban-scale master plan connects the National Aquarium's current facilities with new outdoor educational and social spaces that align with the organization's mission to inspire conservation.

Madison Avenue Office Build-Out (New York, NY), on hold

High end office buildout on Madison Avenue in Manhattan. Project currently on financial hold.

REGISTRATIONS & CERTIFICATIONS

Registered Architect, New York
Certified, National Council of Architectural Registrations Boards (NCARB)

Steve Wiesenthal, FAIA

Principal in Charge

Studio Gang

Chicago / San Francisco
+1 872 315 2287



Architect Steve Wiesenthal has dedicated more than 25 years of his career to campus planning and institutional architecture. As the Principal in Charge, Steve will be responsible for translating San Mateo County's intentions by managing the efforts of the design and delivery team. Prior to Studio Gang, Steve served as campus architect for three of the United States' most prestigious universities, overseeing a variety of buildings from capital campaigns through construction and to completion. Currently, Steve is the Principal in Charge of Studio Gang's design for a unified campus for California College of the Arts and the expansion and renewal of Kresge College at the University of California Santa Cruz.

YEARS AT STUDIO GANG

2

EDUCATION

Master of Liberal Arts,
University of Pennsylvania, 1999
Bachelor of Architecture and Bachelor
of Arts in Urban Studies,
University of Maryland, 1982

PROFESSIONAL EXPERIENCE

Studio Gang Architects, 2016-present
University of Chicago, University
Architect & Senior Associate Vice
President for Facilities Services,
2008-2016
University of California San Francisco,
Campus Architect, 2000-2008
University of Pennsylvania Medical
Center, Campus Architect, 1992-2000
Venturi, Scott Brown, 1986-1992

REFERENCES

Campus North Residential Commons:
Robert Zimmer, President
University of Chicago
T: +1 773 834 3994
E: shuie@uchicago.edu

California College of the Arts:
Steven Beal, President
T: +1 510 594 3630
E: sbeal@cca.edu

University of California Santa Cruz:
Jolie Kerns, Senior Architect
T: +1 831 212 0196
E: kernsj@ucsc.edu

PERTINENT EXPERIENCE

**California College of the Arts
(San Francisco, CA), anticipated 2021**
2.4-acre, net-zero, urban campus that
creates a new model for environmental
sustainability in San Francisco.

**UC Santa Cruz Kresge College
(Santa Cruz, CA), Campus Plan 2017**
Development of planning concepts and
programming to renew historic, 6-acre
campus while identifying new spaces for
living and learning.

**Confidential High Rise
(Denver, CA), anticipated 2021**
A high density timber structure high rise
exploring regenerative design strategies.

**University of Chicago Campus North
Residential Commons
(Chicago, IL), 2016**

Overseeing project design from client
perspective for a new 400,000-sf mix of
residences, dining, retail, amenities, and
outdoor spaces that creates a dynamic
new front door for the University of
Chicago campus. With its careful
assemblage of slender bar buildings, the
LEED Gold Certified project integrates
students and community within an urban
fabric of plazas, gardens, walkways, and
courtyards.

University of Pennsylvania Medical Center*

(Philadelphia, PA), 1989
204,000 sf Clinical Research Building
rethinks the laboratory as a loft space
with regular illumination on the
perimeter and the upper story reserved
for mechanical equipment.

University of California, San Francisco Capital Program*

(San Francisco, CA)
Including stem cell research building
on the Parnassus campus and the J.
David Gladstone Institutes new six-
story biomedical research building in
Mission Bay.

**Prior to joining Studio Gang*

REGISTRATIONS & CERTIFICATIONS

Registered Architect in Pennsylvania
Fellow, American Institute of Architects
Member, Association of University
Architects
Board Member, Art Institute of Chicago
Architecture & Design Society
Board of Visitors, University of
Maryland School of Architecture
Board Member, Experimental Station
Chicago

Mark Schendel, AIA, LEED AP

Managing Principal

Studio Gang

Chicago
+1 212 579 1514



As Managing Principal, Mark supervises each of the Studio's projects from beginning to end, ensuring that the team has the necessary support to execute project deadlines and goals on time and on budget. Mark's communication skills and management abilities have been key to realizing Studio Gang's innovative architecture. His capacity for leading large team collaborations and his thoroughness in all phases of the work has led to the success of numerous built projects. Mark oversees construction documentation, coordination, and administration on all projects, and for the San Mateo County project will do the same, supporting Principal Steve Wiesenthal and keeping the project on track.

YEARS AT STUDIO GANG

20

EDUCATION

Harvard University Graduate School of Design, Master of Architecture II, 1989

The Ohio State University School of Architecture, Master of Architecture with Honors, AIA Medal, 1987

Florida A & M University School of Architecture, Bachelor of Science in Architecture with Honors, 1982

PROFESSIONAL EXPERIENCE

Studio Gang, 1997 - present
OMA, 1993 - 1995

REFERENCES

Campus North Residential Commons:
Robert Zimmer, President
University of Chicago
T: +1 773 834 3994
E: shuie@uchicago.edu

California College of the Arts:
Steven Beal, President
T: +1 510 594 3630
E: sbeal@cca.edu

Natural Resources Defense Council:
Henry Henderson, Midwest Program Director
T: +1 312 663 9900
E: hhenderson@nrdc.org

PERTINENT EXPERIENCE

U.S. Embassy Compound Brasília (Brasília, Brazil), anticipated 2022
New, 250,000 sf Embassy on the United States Embassy's 12-acre site.

California College of the Arts (San Francisco, CA), anticipated 2021
2.4-acre, net-zero, urban campus that creates a new model for environmental sustainability in San Francisco.

Los Angeles Tower (Los Angeles, CA), anticipated 2020
350,000 sf mixed-use building that aims to enrich Chinatown's ongoing growth.

Folsom Bay Tower (San Francisco, CA), in construction, anticipated 2019
480,000-sf urban residential community with 40% below market rate units that reimagines San Francisco's bay window, deployed over the tower's 400-ft height.

FDNY Rescue Company 2 (Brooklyn, NY), anticipated 2018
20,000 sf new facility designed as a community hub and training tool for the elite Company to simulate a wide range of emergency conditions.

UC Santa Cruz Kresge College (Santa Cruz, CA), Campus Plan 2017
Development of planning concepts and programming to renew historic, 6-acre campus while identifying new spaces for living and learning.

Civic Commons

(Nationwide), Study completed 2016
A national initiative to foster civic engagement, economic opportunity, and environmental sustainability by analyzing and reimagining how investments in public assets can be more relevant and equitable in cities

WMS and Eleanor Boathouses (Chicago, IL), 2013 & 2016

Two community boathouses that act as key public access points on the Chicago River, supporting its ecological and recreational revival.

Arcus Center for Social Justice Leadership at Kalamazoo College

Kalamazoo, MI, Completed 2014
A LEED Gold gathering place for students, activists, social justice leaders, and the global community.

Natural Resources Defense Council (Chicago, IL), 2013

New Midwest Office of NRDC demonstrates the organization's commitment to a cleaner, stronger environment as the first project of its kind to gain Living Building certification.

REGISTRATIONS & CERTIFICATIONS

Registered Architect in Illinois
Registered Architect in New Jersey
Member, American Institute of Architects
LEED Accredited Professional

Jeanne Gang, FAIA, LEED AP

Founding Principal

Studio Gang

Chicago
+1 872 315 2259



American architect and MacArthur Fellow Jeanne Gang is the founder and principal of Studio Gang Architects. For the New County Office Building, Jeanne will direct design throughout the project. Recognized internationally for a design process that foregrounds the relationships between individuals, communities, and environments, her work ranges in scale from community anchors and cultural institutions to tall mixed-use buildings and urban design. Drawing insight from ecological systems, her analytical and creative approach has produced some of today's most compelling architecture. She was named 2016 Architect of the Year by the *Architectural Review*.

YEARS AT STUDIO GANG

20

EDUCATION

Harvard Graduate School of Design,
Master of Architecture with
Distinction, 1993
Swiss Federal University of Technical
Studies (ETH) Zürich, Urban Design
Studies, Rotary Ambassadorial
Scholar, 1989
University of Illinois at Urbana-
Champaign, Bachelor of Science in
Architecture with Honors, 1986

PROFESSIONAL EXPERIENCE

Studio Gang Architects, 1997–present
Booth Hansen Architects, 1995–1997
OMA/Rem Koolhaas, Rotterdam, the
Netherlands, 1993–1995

REFERENCES

Campus North Residential Commons:
Robert Zimmer, President
University of Chicago
T: +1 773 834 3994
E: shuie@uchicago.edu

California College of the Arts:
Steven Beal, President
T: +1 510 594 3630
E: sbeal@cca.edu

Natural Resources Defense Council:
Henry Henderson, Midwest Program
Director
T: +1 312 663 9900
E: hhenderson@nrdc.org

PERTINENT EXPERIENCE

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(Brasília, Brazil), anticipated 2022**
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programming to renew historic, 6-acre
campus while identifying new spaces for
living and learning.

WMS and Eleanor Boathouses (Chicago, IL), 2013 & 2016

Two community boathouses that act as
key public access points on the Chicago
River, supporting its ecological and
recreational revival.

Natural Resources Defense Council (Chicago, IL), 2013

New Midwest Office of NRDC
demonstrates the organization's
commitment to a cleaner, stronger
environment as the first project of its
kind to gain Living Building certification.

RECENT HONORS

Fellow, American Academy of Arts &
Sciences, 2017
Public Humanities Award Recipient,
Illinois Humanities Council, 2017
Louis I. Kahn Memorial Award, 2017
William A. Bernoudy Architect in
Residence, American Academy in
Rome, 2017
Woman Architect of the Year,
Architectural Review, 2016
National Design Award, Cooper-Hewitt,
Smithsonian Design Museum, 2013
John D. and Catherine T. MacArthur
Fellow, 2011

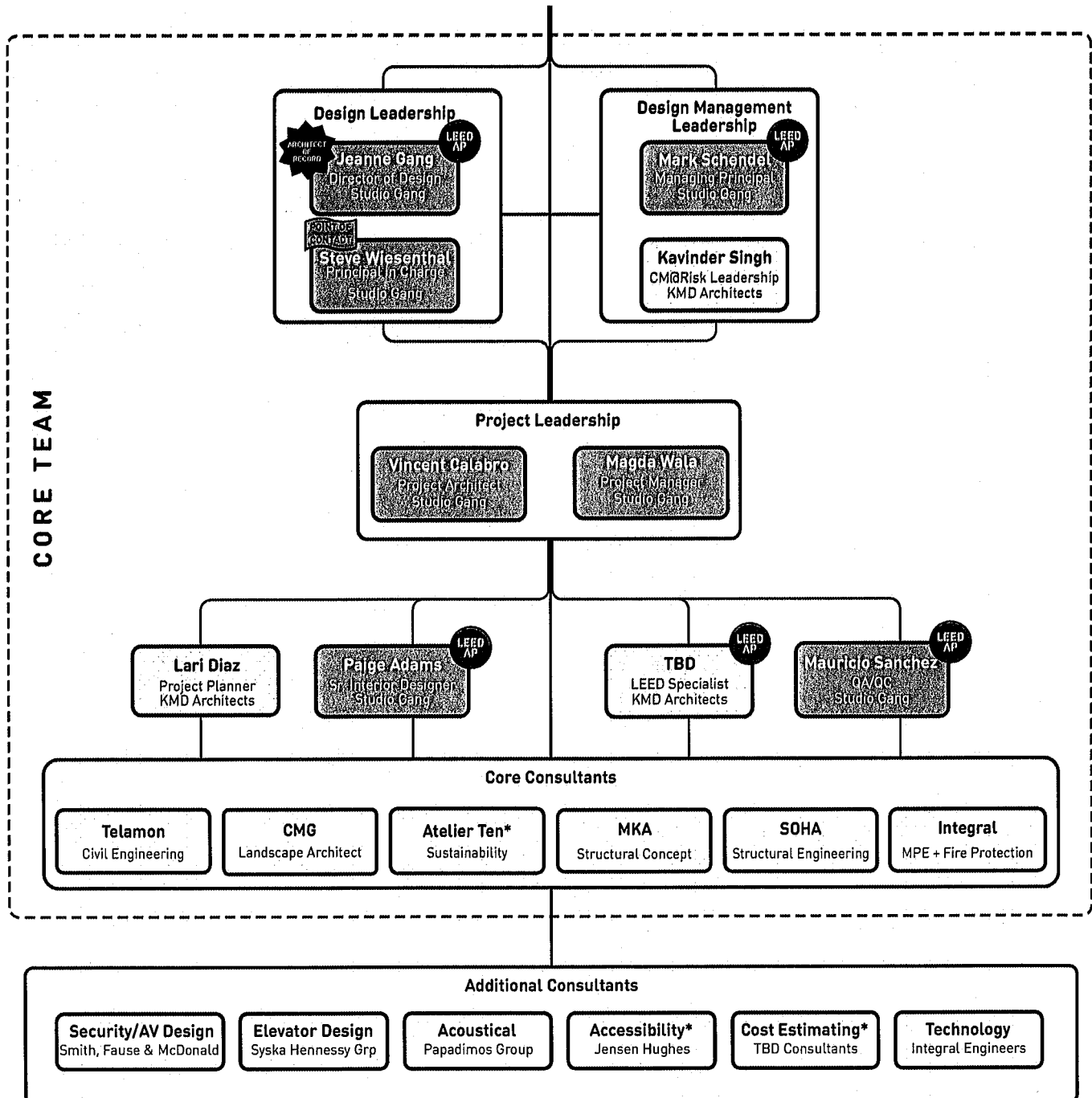
REGISTRATIONS & CERTIFICATIONS

Registered Architect in 22 US States,
including California
Fellow, American Institute of Architects
NCARB Certified, No. 59860
LEED Accredited Professional

Project Architectural Team



New County Office Building
Leadership Team



* Proposed Addition

Jeanne Gang and Chicago Mayor Rahm Emanuel cut the ribbon to open the Chicago River Boathouse, a project commissioned by the Chicago Parks District and awarded an AIA National Award for Design Excellence in 2016.

6.03

Design Team Background



Studio Gang's organizational philosophy purposefully inverts the conventional top-down hierarchy.

It is rooted in our aim to nurture the needs and development of every studio member, each project, and the office as a whole—a support system anchored by our core principles, mission, and vision.

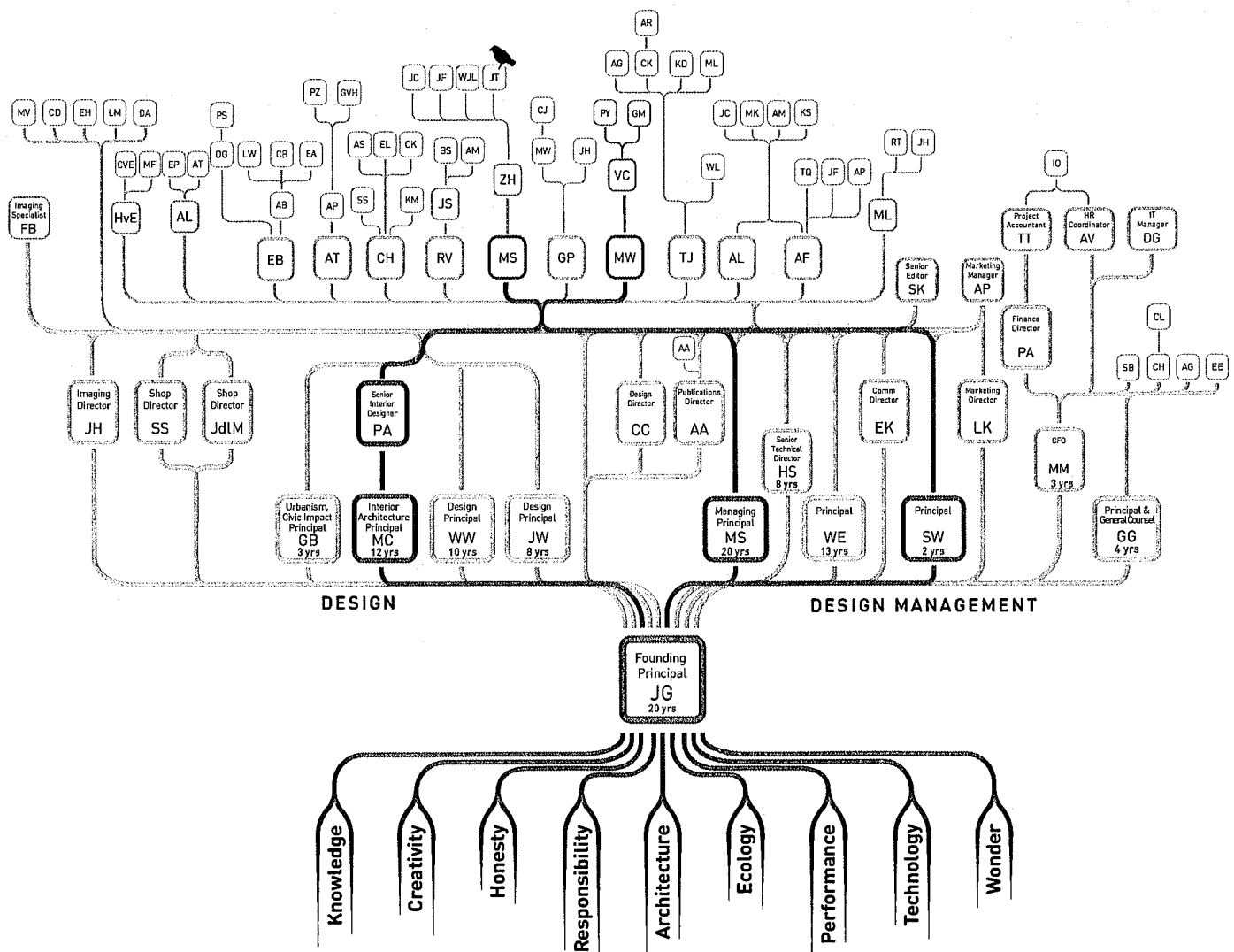
As founder and principal, Jeanne supports the entire Studio with direct and indirect resources, infusing every aspect of our work and process with her insight and experience.

Each subsequent branch of leadership and individual offshoot offer additional support

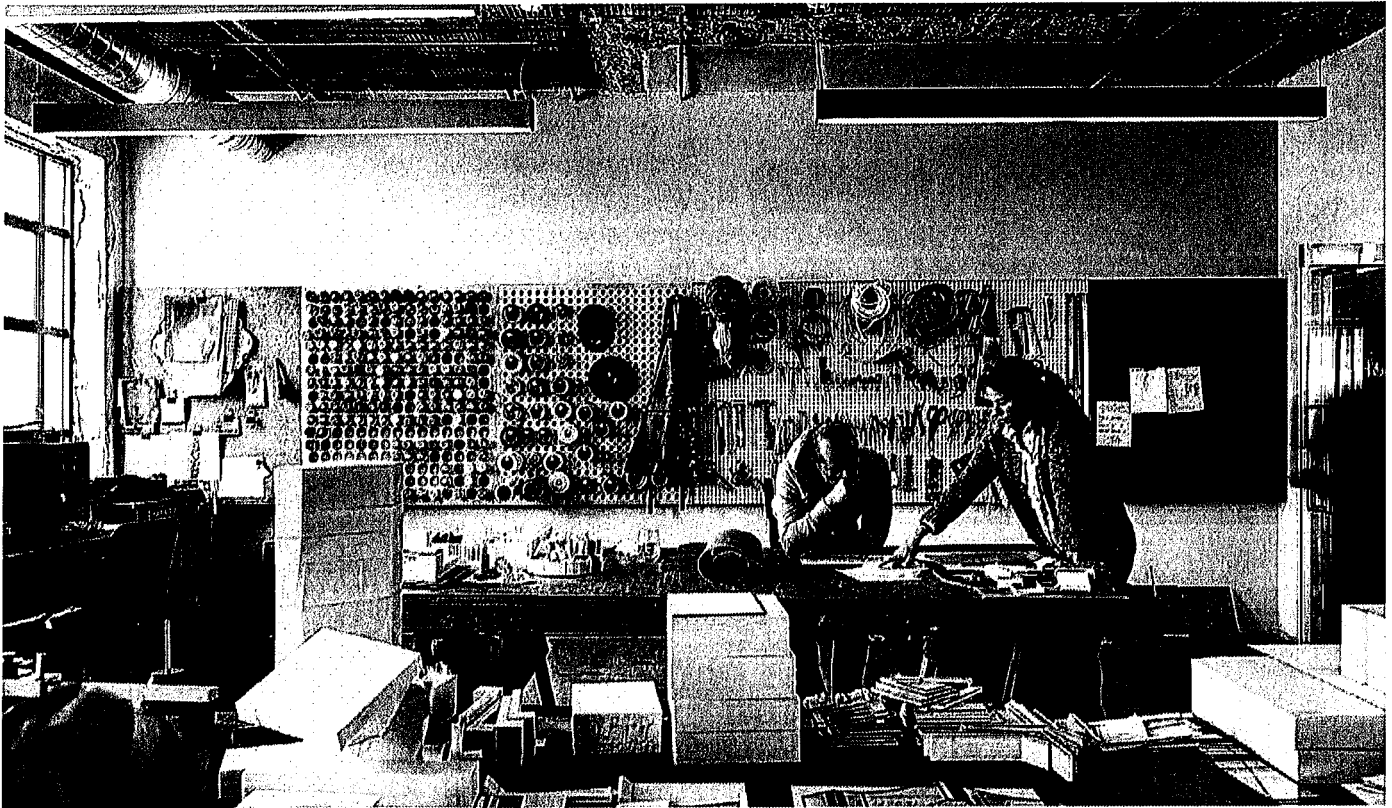
and resources to those they mentor, ensuring a resilient Studio ecosystem that cultivates innovation, transformation, and regeneration.

In practice, we maintain a high degree of fluidity within this structure, using it externally to clarify lines of responsibility and authority to our clients and collaborators. Internally, project by project, we each contribute resources and nurture the greater system. Our projects form the heart of the structure and collectively narrate our history, our growth, and the refinement of our ideas and ideals.

Our proposed team for the new San Mateo County Building follows this same organizational philosophy.



Studio Gang



Founded by architect and MacArthur Fellow Jeanne Gang, Studio Gang is an international architecture and urban design practice located in Chicago, New York, and San Francisco.

Studio Gang (Studio Gang Architects, Ltd.) is a Privately Held Company founded in 1997 and in business for 20 years.

We work as a collective of 100 architects, designers, and thinkers to create innovative projects that bring about positive change for people, communities, and the natural environment.

A sustainability ethos is at the heart of our practice, coupled with a design methodology defined by research and experimentation, including collaborations with a wide range of disciplines inside and outside the traditional design fields.

Our award-winning body of work spans scales and typologies, from cultural and public buildings, to urban master plans, to high-rise towers. In all of these building types, we are interested in how architecture can strengthen communities. These projects include Chicago's 82-story, mixed-use Aqua Tower, whose undulating floor plates form a "vertical neighborhood"; the expansion of the American Museum of Natural History in New York City; the new United States Embassy in Brasília, Brazil; the Nature Boardwalk at Lincoln Park Zoo in Chicago, a public park that functions as living habitat and green infrastructure; and mixed-use towers in San Francisco, Toronto, and Amsterdam.

In California, Studio Gang is currently designing a new, unified campus for the California College of the Arts, an expansion and renewal of Kresge College at the University of California Santa Cruz, a mixed-use tower in Los Angeles, and a residential tower in San Francisco, which is currently under construction.

Studio Gang

495 Douglass Street, Unit 1
San Francisco, CA 94114

1520 W. Division Street
Chicago, IL 60613

50 Broad St., Ste 1901
New York, NY 10004

Primary Point of Contact:

Steve Wiesenthal, Principal

T: +1 872 315 2287

F: +1 773 384 0231

E: swiesenthal@studiogang.com

Sam Lin, Manager
San Mateo County Project Development Unit

Dear Sam and San Mateo County colleagues,

Thank you for the opportunity to share Studio Gang's qualifications to lead the design for San Mateo County's New County Office Building. We are excited by the potential to create with you a bold new identity for San Mateo County that advances the possibilities for civic engagement in downtown Redwood City. We applaud your vision to improve citizen access and provide a highly functional workplace that supports the needs of your colleagues today while being agile far into the future. Your desire for a Zero Net Energy building is music to our ears; at Studio Gang we believe that healthy stewardship of our environment is essential, and nowhere more so than in our public buildings. Within the County's ambitious plans for capital improvement in the heart of Redwood City, we are eager to explore with you the potential for positive impact not only for the New County Office Building but also for the surrounding downtown neighborhoods.

To best meet the needs of San Mateo County, Studio Gang is pleased to team with KMD Architects in San Francisco. While Studio Gang is developing a growing presence of people and projects in the Bay Area, we believe that KMD's expertise with similar types of governmental buildings is unrivaled, and based on prior experience, will be highly valuable partners on your project. The remainder of our proposed consultant team likewise brings insight, technical expertise, and strong collaborations to provide you with great depth and breadth of experience in designing transformative places of working, gathering, and serving the public.

Studio Gang's work across urban, cultural, civic, and environmental projects is committed to building positive relationships: among individuals and communities; between people and the places they inhabit; and in a broader sense, within our shared natural and human-made ecosystems. We are eager to engage with you in creating a truly civic San Mateo County campus of connectivity, vitality, and beauty.

In the following pages, we invite you to explore what makes our Studio Gang practice unique, and why with KMD Architects we are best positioned to help you realize your future.

I declare under penalty of perjury under the laws of the State of California, that all information submitted under this RFQ is true and correct. By signing below, I hereby acknowledge and accept the terms and conditions of this RFSOQ.

Sincerely,



Jeanne Gang, FAIA
Studio Gang Founding Principal

Exhibit 2 to
Appendix A

County of San Mateo California

New County Office Building

**County Government Center,
Redwood City**

Qualifications

Presented to the
San Mateo County Project Development Unit
September 1, 2017

Studio Gang

Chicago | New York | San Francisco

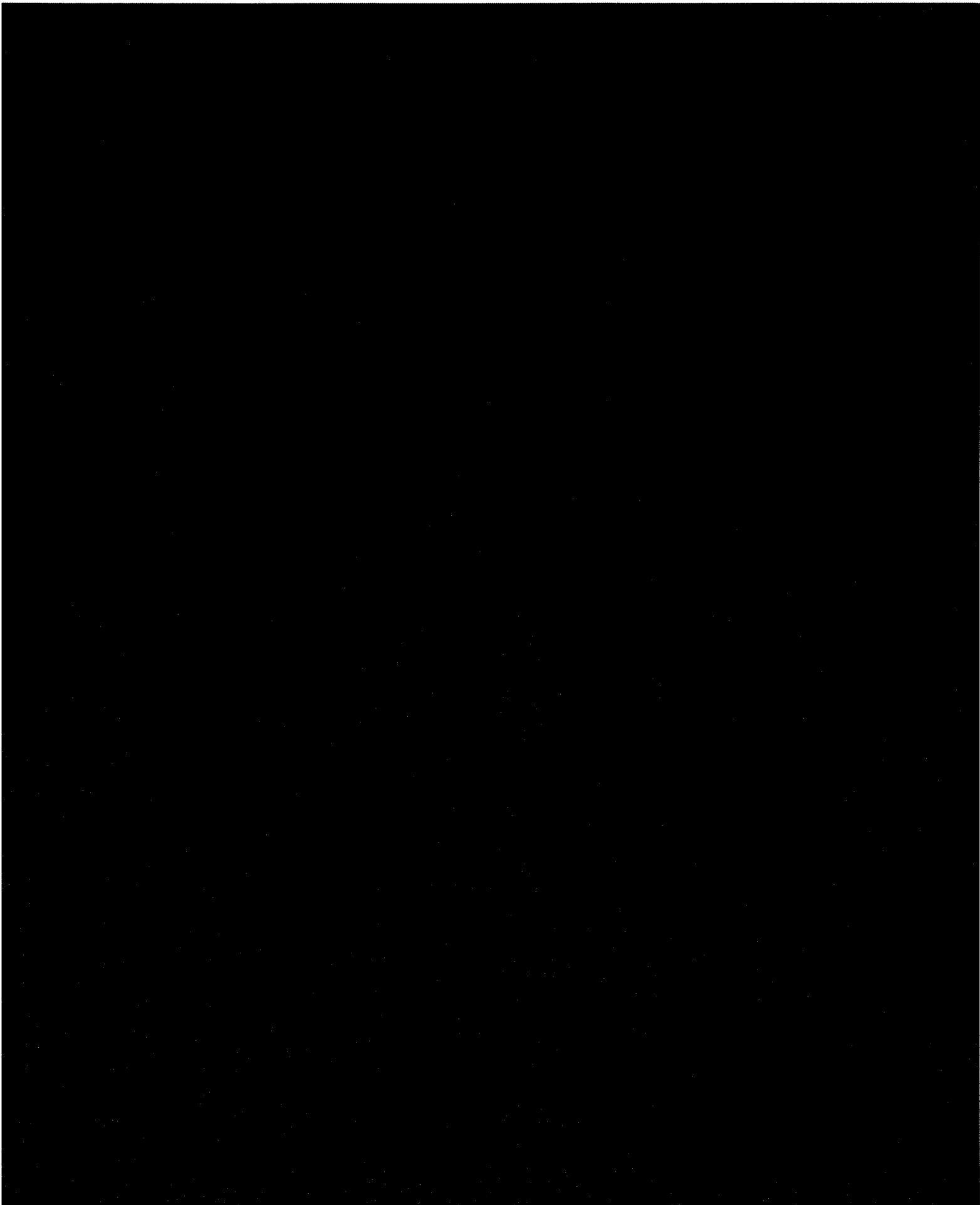
studiogang.com

**Thank you
San Mateo County!**

Studio Gang

Chicago | New York | San Francisco

studiogang.com



ATTACHMENT I**Assurance of Compliance with Section 504 of the Rehabilitation Act of 1973, as Amended**

The undersigned (hereinafter called "Contractor(s)") hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended, all requirements imposed by the applicable DHHS regulation, and all guidelines and interpretations issued pursuant thereto.

The Contractor(s) gives/give this assurance in consideration of for the purpose of obtaining contracts after the date of this assurance. The Contractor(s) recognizes/recognize and agrees/agree that contracts will be extended in reliance on the representations and agreements made in this assurance. This assurance is binding on the Contractor(s), its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Contractor(s).

The Contractor(s): (Check a or b)

☐ a. Employs fewer than 15 persons.

☒ b. Employs 15 or more persons and, pursuant to section 84.7 (a) of the regulation (45 C.F.R. 84.7 (a), has designated the following person(s) to coordinate its efforts to comply with the DHHS regulation.

Name of 504 Person: **Gregg Garmisa**

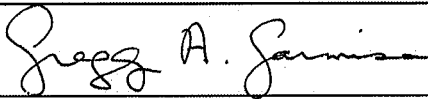
Name of Contractor(s): **Studio Gang Architects**

Street Address or P.O. Box: **1520 West Division Street**

City, State, Zip Code: **Chicago, Illinois, 60642**

I certify that the above information is complete and correct to the best of my knowledge

Signature:



Title of Authorized Official: **Principal and General Counsel**

Date: **October 10, 2017**

*Exception: DHHS regulations state that: "If a recipient with fewer than 15 employees finds that, after consultation with a disabled person seeking its services, there is no method of complying with (the facility accessibility regulations) other than making a significant alteration in its existing facilities, the recipient may, as an alternative, refer the handicapped person to other providers of those services that are accessible."

Issued by County of San Mateo Contract Compliance Committee August 5, 2013

Additional Statements

1. Discrimination, Equal Opportunity, Section 504, and County Discrimination Ordinance

Studio Gang is committed and able to abide by the following terms:

No person shall, on the grounds of race, color, creed, national origin, religious affiliation or non-affiliation, sex, sexual orientation, marital status, age (over 40), disability, medical condition (including but not limited to AIDS, HIV positive diagnosis or cancer), political affiliation or union membership be excluded from participation in, be denied the benefits of, or be subjected to discrimination under this agreement.

Respondents shall ensure equal employment opportunity based on objective standards of recruitment, selection, promotion, classification, compensation, performance evaluations, and management relations, for all employees under any contract that may result from this submittal. Respondents' personnel policies shall be made available to County upon request.

Respondents shall assure compliance with section 504 of the Rehabilitation Act of 1973 by submitting a signed letter of compliance. Respondents shall be prepared to submit a self-evaluation and compliance plan to County upon request within one (1) year of the execution of any agreement that may result from this submittal.

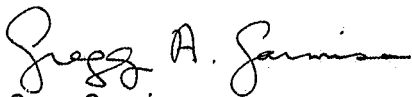
Respondents must comply with the County Ordinance Code with respect to the provision on employee benefits. As set forth in the ordinance, such Respondents are prohibited from discriminating in the provision of employee benefits between an employee with a domestic partner and an employee with a spouse.

2. Dispute Resolution

In addition to the foregoing, Respondent also agrees that it will resolve any disputes in the County of San Mateo.

3. Insurance

We maintain the levels of insurance required for this project, and will be happy to provide our certificate of insurance upon request.



Gregg Garmisa,
Studio Gang Architects
Principal and General Counsel

Intellectual Property Rights

Note that we have not edited the proposed IP attachment for a number of reasons, including that the definition of "contract materials" in Section 5 of the contract is different than "work products" in the attachment. Equally important, we hope that Studio Gang has been short-listed for this vitally important project due to our proven history of relevant design excellence, which is in part related to the care and attention we devote to our professional instruments of service. If we are chosen as the architect for this project, we would happily welcome the opportunity to discuss the entire subject of intellectual property and are confident we will arrive at a mutually satisfactory solution.

Attachment IP

Intellectual Property Rights

1. The County of San Mateo ("County"), shall and does own all titles, rights and interests in all Work Products created by Contractor and its subcontractors (collectively "Vendors") for the County under this Agreement. Contractor may not sell, transfer, or permit the use of any Work Products without the express written consent of the County.
2. "Work Products" are defined as all materials, tangible or not, created in whatever medium pursuant to this Agreement, including without limitation publications, promotional or educational materials, reports, manuals, specifications, drawings and sketches, computer programs, software and databases, schematics, marks, logos, graphic designs, notes, matters and combinations thereof, and all forms of intellectual property.
3. Contractor shall not dispute or contest, directly or indirectly, the County's exclusive right and title to the Work Products nor the validity of the intellectual property embodied therein. Contractor hereby assigns, and if later required by the County, shall assign to the County all titles, rights and interests in all Work Products. Contractor shall cooperate and cause subcontractors to cooperate in perfecting County's titles, rights or interests in any Work Product, including prompt execution of documents as presented by the County.
4. To the extent any of the Work Products may be protected by U.S. Copyright laws, Parties agree that the County commissions Vendors to create the copyrightable Work Products, which are intended to be work-made-for-hire for the sole benefit of the County and the copyright of which is vested in the County.
5. In the event that the title, rights, and/or interests in any Work Products are deemed not to be "work-made-for-hire" or not owned by the County, Contractor hereby assigns and shall require all persons performing work pursuant to this Agreement, including its subcontractors, to assign to the County all titles, rights, interests, and/or copyrights in such Work Product. Should such assignment and/or transfer become necessary or if at any time the County requests cooperation of Contractor to perfect the County's titles, rights or interests in any Work Product, Contractor agrees to promptly execute and to obtain execution of any documents (including assignments) required to perfect the titles, rights, and interests of the County in the Work Products with no additional charges to the County beyond that identified in this Agreement or subsequent change orders. The County, however, shall pay all filing fees required for the assignment, transfer, recording, and/or application.
6. Contractor agrees that before commencement of any subcontract work it will incorporate this **ATTACHMENT IP** to contractually bind or otherwise oblige its subcontractors and personnel performing work under this Agreement such that the County's titles, rights, and interests in Work Products are preserved and protected as intended herein.

Intellectual Property Rights

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Proposed Additional Terms and Conditions

1. Construction Phase Services: If CONTRACTOR performs any services during the construction phase of the project, CONTRACTOR shall not supervise, direct, or have control over trade contractor's work. CONTRACTOR shall not have authority over or responsibility for the construction means, methods, techniques, sequences or procedures or for safety precautions and programs in connection with the work of the trade contractor. CONTRACTOR does not guarantee the performance of the construction contract by the trade contractor and does not assume responsibility for the Contractor's failure to furnish and perform its work in accordance with the Contract Documents.

2. Opinion of Probable Costs: When required as part of its work, CONTRACTOR will furnish opinions of probable cost, but does not guarantee the accuracy of such estimates. Opinions of probable cost, financial evaluations, feasibility studies, economic analyses of alternate solutions, and utilitarian considerations of operations and maintenance costs prepared by CONTRACTOR hereunder will be made on the basis of CONTRACTOR's experience and qualifications and will represent CONTRACTOR's judgment as an experienced and qualified design professional. However, users of the probable cost opinions must recognize that CONTRACTOR does not have control over the cost of labor, material, equipment, or services furnished by others or over market conditions or contractors' methods of determining prices or performing the work.

3. Limitation of Liability: To the fullest extent permitted by law, the total liability, in the aggregate, of CONTRACTOR and CONTRACTOR's officers, directors, employees, agents, and contractors to County and anyone claiming by, through or under County, for any and all injuries, claims, losses, expenses, or damages whatsoever arising out of or in any way related to CONTRACTOR's services, the Project or this Agreement, from any cause or causes whatsoever, including but not limited to, negligence, strict liability, breach of contract or breach of warranty shall not exceed CONTRACTOR'S available insurance proceeds or a sum certain to be negotiated.

4. Information Reliance: CONTRACTOR shall be entitled to rely, without liability, on the accuracy and completeness of any and all information provided by County, County's contractors and contractors, and information from public records, without the need for independent verification.

5. Certifications: CONTRACTOR shall not be required to sign any documents, no matter by whom requested, that would result in CONTRACTOR's having to certify, guaranty, or warrant the existence of conditions that CONTRACTOR cannot ascertain.

6. Third Parties: Nothing contained in this Agreement shall create a contractual relationship with, or a cause of action in favor of, a third party against either the County or CONTRACTOR. CONTRACTOR's services hereunder are being performed solely for the benefit of the County, and no other entity shall have any claim against CONTRACTOR because of this Agreement or CONTRACTOR's performance of services hereunder.

7. Consequential Damages: Neither the County nor the CONTRACTOR shall be liable to the other or shall make any claim for any incidental, indirect or consequential damages arising out of, or connected in any way to the Project or this Agreement. This mutual waiver includes, but is not limited to, damages related to loss of use, loss of profits, loss of income, loss of reputation, unrealized savings or diminution of property value and shall apply to any cause of action including negligence, strict liability, breach of contract and breach of warranty.

8. Sustainable Design: The LEED Green Building Rating System or similar environmental guidelines ("LEED") utilizes certain design, construction and usage criteria in order to promote environmentally friendly building. The County acknowledges and understands that LEED is subject to interpretation, and achieving levels of compliance involves factors beyond the control of the Contractor, including, but not limited to, the County's use, operation and maintenance of the completed project. In addressing LEED, the Contractor shall perform its services in a manner consistent with that degree of skill and care ordinarily exercised by design professionals performing similar services in the same locality, and under the same or similar circumstances and conditions. The Contractor will use reasonable care consistent with the foregoing standard in interpreting LEED and designing in accordance with LEED. However, the Contractor does not warrant or represent that the Project will actually achieve LEED certification or realize any particular energy savings. The Contractor shall not be responsible for any environmental or energy issues arising out of the Owner's use and operation of the completed project.

9. BIM: In the event that the County utilizes Building Information Modeling (BIM) or other three dimensional design tools, Contractor shall only be responsible for the accuracy of the information provided and/or inputted by Contractor and its contractors in accordance with the standard of care set forth above. It is understood and agreed that Contractor has no control over and is not responsible for the accuracy or completeness of any information inputted by any other parties including, without limitation, the County, Contractor and its subcontractors.

Telephone: [insert]
Facsimile: [insert]
Email: [insert]

17. Electronic Signature

Both County and Contractor wish to permit this Agreement and future documents relating to this Agreement to be digitally signed in accordance with California law and County's Electronic Signature Administrative Memo. Any party to this Agreement may revoke such agreement to permit electronic signatures at any time in relation to all future documents by providing notice pursuant to this Agreement.

* * *

THIS CONTRACT IS NOT VALID UNTIL SIGNED BY ALL PARTIES. NO WORK WILL COMMENCE UNTIL THIS DOCUMENT HAS BEEN SIGNED BY THE COUNTY PURCHASING AGENT OR AUTHORIZED DESIGNEE.

For Contractor:

Signature

Date

Print Name
Title

For County of San Mateo:
Department Head Signature

Date

Print Department Head Name

SUPERCEDED BY SIGNED AGREEMENT

is less than one-hundred thousand dollars (\$100,000), but Contractor acknowledges that Chapter 2.85's requirements will apply if this Agreement is amended such that its total value meets or exceeds that threshold amount.

13. Retention of Records; Right to Monitor and Audit

(a) Contractor shall maintain all required records relating to services provided under this Agreement for three (3) years after County makes final payment and all other pending matters are closed, and Contractor shall be subject to the examination and/or audit by County, a Federal grantor agency, and the State of California.

(b) Contractor shall comply with all program and fiscal reporting requirements set forth by applicable Federal, State, and local agencies and as required by County.

(c) Contractor agrees upon reasonable notice to provide to County, to any Federal or State department having monitoring or review authority, to County's authorized representative, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

14. Merger Clause; Amendments

This Agreement, including the Exhibits and Attachments attached to this Agreement and incorporated by reference, constitutes the sole Agreement of the parties to this Agreement and correctly states the rights, duties, and obligations of each party as of this document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any Exhibit and/or Attachment to this Agreement, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations, or representations between the parties not expressly stated in this document are not binding. All subsequent modifications or amendments shall be in writing and signed by the parties.

15. Controlling Law; Venue

The validity of this Agreement and of its terms, the rights and duties of the parties under this Agreement, the interpretation of this Agreement, the performance of this Agreement, and any other dispute of any nature arising out of this Agreement shall be governed by the laws of the State of California without regard to its choice of law or conflict of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California. Prior to the initiation of any legal proceedings, the parties to this Agreement agree to submit all claims, disputes or controversies arising out of or in relation to the interpretation, application or enforcement of this Agreement to binding mediation. Such mediation shall be conducted under the auspices of the American Arbitration Association or such other mediation service or mediator upon which the parties agree. The Party seeking to initiate mediation shall do so by submitting a formal, written request to the other party to this Agreement. This section shall survive completion or termination of this Agreement, but under no circumstances shall either party call for mediation of any claim or dispute arising out of this Agreement after such period of time as would normally bar the initiation of legal proceedings to litigate such claim or dispute under the applicable law.

16. Notices

Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via facsimile to the telephone number listed below or transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of County, to:

Name/Title: [insert]
Address: [insert]
Telephone: [insert]
Facsimile: [insert]
Email: [insert]

In the case of Contractor, to:

Name/Title: [insert]
Address: [insert]

d. Compliance with County's Equal Benefits Ordinance

Contractor shall comply with all laws relating to the provision of benefits to its employees and their spouses or domestic partners, including, but not limited to, such laws prohibiting discrimination in the provision of such benefits on the basis that the spouse or domestic partner of the Contractor's employee is of the same or opposite sex as the employee.

e. Discrimination Against Individuals with Disabilities

The nondiscrimination requirements of 41 C.F.R. 60-741.5(a) are incorporated into this Agreement as if fully set forth here, and Contractor and any subcontractor shall abide by the requirements of 41 C.F.R. 60-741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.

f. History of Discrimination

Contractor certifies that no finding of discrimination has been issued in the past 365 days against Contractor by the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or any other investigative entity. If any finding(s) of discrimination have been issued against Contractor within the past 365 days by the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or other investigative entity, Contractor shall provide County with a written explanation of the outcome(s) or remedy for the discrimination prior to execution of this Agreement. Failure to comply with this Section shall constitute a material breach of this Agreement and subjects the Agreement to immediate termination at the sole option of the County.

g. Reporting: Violation of Non-discrimination Provisions

Contractor shall report to the County Manager the filing in any court or with any administrative agency of any complaint or allegation of discrimination on any of the bases prohibited by this Section of the Agreement or the Section titled "Compliance with Laws". Such duty shall include reporting of the filing of any and all charges with the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or any other entity charged with the investigation or adjudication of allegations covered by this subsection within 30 days of such filing, provided that within such 30 days such entity has not notified Contractor that such charges are dismissed or otherwise unfounded. Such notification shall include a general description of the circumstances involved and a general description of the kind of discrimination alleged (for example, gender-, sexual orientation-, religion-, or race-based discrimination). Violation of the non-discrimination provisions of this Agreement shall be considered a breach of this Agreement and subject the Contractor to penalties, to be determined by the County Manager, including but not limited to the following:

- i. termination of this Agreement;
- ii. disqualification of the Contractor from being considered for or being awarded a County contract for a period of up to 5 years;
- iii. liquidated damages of \$2,500 per violation; and/or
- iv. imposition of other appropriate contractual and civil remedies and sanctions, as determined by the County Manager.

To effectuate the provisions of this Section, the County Manager shall have the authority to offset all or any portion of the amount described in this Section against amounts due to Contractor under this Agreement or any other agreement between Contractor and County.

12. Compliance with County Employee Jury Service Ordinance

Contractor shall comply with Chapter 2.85 of the County's Ordinance Code, which states that Contractor shall have and adhere to a written policy providing that its employees, to the extent they are full-time employees and live in San Mateo County, shall receive from the Contractor, on an annual basis, no fewer than five days of regular pay for jury service in San Mateo County, with jury pay being provided only for each day of actual jury service. The policy may provide that such employees deposit any fees received for such jury service with Contractor or that the Contractor may deduct from an employee's regular pay the fees received for jury service in San Mateo County. By signing this Agreement, Contractor certifies that it has and adheres to a policy consistent with Chapter 2.85. For purposes of this Section, if Contractor has no employees in San Mateo County, it is sufficient for Contractor to provide the following written statement to County: "For purposes of San Mateo County's jury service ordinance, Contractor certifies that it has no full-time employees who live in San Mateo County. To the extent that it hires any such employees during the term of its Agreement with San Mateo County, Contractor shall adopt a policy that complies with Chapter 2.85 of the County's Ordinance Code." The requirements of Chapter 2.85 do not apply if this Agreement's total value listed in the Section titled "Payments",

operations under this Agreement, whether such operations be by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or an agent of either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall not be less than the amounts specified below:

- i. Comprehensive General Liability \$2,000,000
- ii. Motor Vehicle Liability Insurance \$1,000,000
- iii. Professional Liability \$1,000,000

County and its officers, named agents, employees, and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that (a) the insurance afforded thereby to County and its officers, agents, employees, and servants shall be primary insurance to the full limits of liability of the policy and (b) if the County or its officers, agents, employees, and servants have other insurance against the loss covered by such a policy, such other insurance shall be excess insurance only. In the event of the breach of any provision of this Section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, County, at its option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

10. Compliance With Laws

Contractor shall exercise usual and customary professional care in its efforts with the goal that All services to be performed by Contractor pursuant to this Agreement shall be performed in accordance with all applicable Federal, State, County, and municipal laws, ordinances, and regulations, including but not limited to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Federal Regulations promulgated thereunder, as amended (if applicable), the Business Associate requirements set forth in Attachment H (if attached), the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of disability in programs and activities receiving any Federal or County financial assistance. Contractor shall exercise usual and customary professional care in its efforts with the goal that Ssuch services shall also be performed in accordance with all applicable ordinances and regulations, including but not limited to appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality assurance regulations. In the event of a conflict between the terms of this Agreement and any applicable State, Federal, County, or municipal law or regulation, the requirements of the applicable law or regulation will take precedence over the requirements set forth in this Agreement. Contractor will timely and accurately complete, sign, and submit all necessary documentation of compliance. It is understood, however, that various laws, ordinances, codes and regulations are subject to varying and sometimes contradictory interpretation. Contractor shall exercise its professional skill and care consistent with the generally accepted standard of care to provide a design that complies with such laws, ordinances, regulations and codes. Contractor cannot warrant that all documents issued by it shall comply with said laws, ordinances regulations and codes.

11. Non-Discrimination and Other Requirements a.

General Non-Discrimination

No person shall be denied any services provided pursuant to this Agreement (except as limited by the scope of services), on the grounds of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition (cancer-related), military service, or genetic information.

b. Equal Employment Opportunity

Contractor shall ensure equal employment opportunity based on objective standards of recruitment, classification, selection, promotion, compensation, performance evaluation, and management relations for all employees under this Agreement. Contractor's equal employment policies shall be made available to County upon request.

c. Section 504 of the Rehabilitation Act of 1973

Contractor shall comply with Section 504 of the Rehabilitation Act of 1973, as amended, which provides that no otherwise qualified individual with a disability shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of any services this Agreement. This Section applies only to contractors who are providing services to members of the public under this Agreement.

by a third party to the extent that the services provided under this Agreement infringe or violate any third-party's IP Rights provided any such right is enforceable in the United States. Contractor's duty to defend, indemnify, and hold harmless under this Section applies only provided that: (a) County notifies Contractor promptly in writing of any notice of any such third-party claim; (b) County cooperates with Contractor, at Contractor's expense, in all reasonable respects in connection with the investigation and defense of any such third-party claim; (c) Contractor retains sole control of the defense of any action on any such claim and all negotiations for its settlement or compromise (provided Contractor shall not have the right to settle any criminal action, suit, or proceeding without County's prior written consent, not to be unreasonably withheld, and provided further that any settlement permitted under this Section shall not impose any financial or other obligation on County, impair any right of County, or contain any stipulation, admission, or acknowledgement of wrongdoing on the part of County without County's prior written consent, not to be unreasonably withheld); and (d) should services under this Agreement become, or in Contractor's opinion be likely to become, the subject of such a claim, or in the event such a third party claim or threatened claim causes County's reasonable use of the services under this Agreement to be seriously endangered or disrupted, Contractor shall, at Contractor's option and expense, either: (i) procure for County the right to continue using the services without infringement or (ii) replace or modify the services so that they become non-infringing but remain functionally equivalent.

Notwithstanding anything in this Section to the contrary, Contractor will have no obligation or liability to County under this Section to the extent any otherwise covered claim is based upon: (a) any aspects of the services under this Agreement which have been modified by or for County (other than modification performed by, or at the direction of, Contractor) in such a way as to cause the alleged infringement at issue; and/or (b) any aspects of the services under this Agreement which have been used by County in a manner prohibited by this Agreement.

The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code. The parties expressly agree that this indemnity provision does not include, and in no event shall the Contractor be required to assume, any obligation or duty to defend any claims, causes of action, demands, or lawsuits in connection with or arising out of this Project or the services rendered by the Contractor.

8. Assignability and Subcontracting

Contractor shall not assign this Agreement or any portion of it to a third party or subcontract with a third party to provide services required by Contractor under this Agreement without the prior written consent of County. Any such assignment or subcontract without County's prior written consent shall give County the right to automatically and immediately terminate this Agreement without penalty or advance notice.

9. Insurance

a. General Requirements

Contractor shall not commence work or be required to commence work under this Agreement unless and until all insurance required under this Section has been obtained and such insurance has been approved by County's Risk Management. And Contractor shall use diligence to obtain such insurance and to obtain such approval. Contractor shall furnish County with certificates of insurance evidencing the required coverage, and there shall be a specific contractual liability endorsement extending Contractor's coverage to include the contractual liability assumed by Contractor pursuant to this Agreement. These certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to County of any pending change in the limits of liability or of any cancellation or modification of the policy. Subconsultant contractors must also comply with all requirements of this RFP.

b. Workers' Compensation and Employer's Liability Insurance

Contractor shall have in effect during the entire term of this Agreement workers' compensation and employer's liability insurance providing full statutory coverage. In signing this Agreement, Contractor certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code, and (b) it will comply with such provisions before commencing the performance of work under this Agreement.

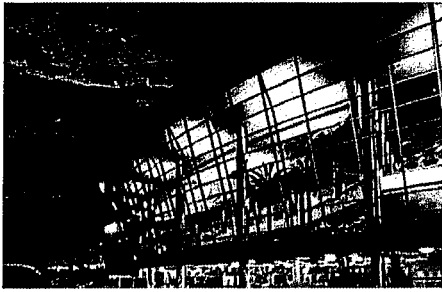
c. Liability Insurance

Contractor shall take out and maintain during the term of this Agreement such bodily injury liability and property damage liability insurance as shall protect Contractor and all of its employees/officers/agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage which may arise from Contractor's



6.04 Civic/Office Building Experience

Studio Gang's design for the Natural Resources Defense Council's Midwest Offices demonstrates the organization's commitment to a cleaner, stronger environment. In addition to achieving LEED Platinum, the Midwest Office is the first project of its kind to meet the rigorous certification requirements of the Living Building Challenge.



Syska Hennessy designed the vertical transportation systems at San Diego International Airport

Elevator Design

Syska Hennessy Group

425 California Street, Ste 700, San Francisco, CA 94104
(415) 288-9060 / <http://syska.com/>

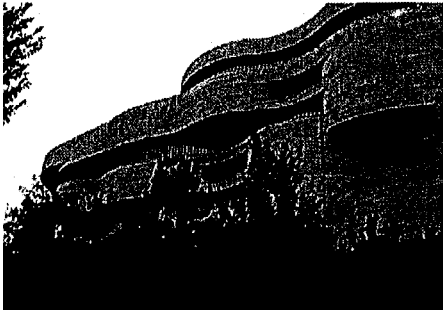
Syska Hennessy Group's Vertical Transportation Specialty Division has over 50 continuous years' experience with large and complex projects. The Group's work in the Bay area includes the San Francisco Public Safety Building, the Santa Clara County Family Justice Center, the Richard E. Arnason Justice Center, and—in collaboration with KMD—the Contra Costa County Administration Building. Syska Hennessy Group are active members of the U.S. Green Building Council Organization, committing to LEED standards and required "Green" strategies for elevator and escalator design.

Security - Digital and Physical and Electronic

Smith Fause & McDonald, Inc.

351 8th Street, San Francisco, CA 94103
(415) 255.9140 / <http://www.sfmi.com/>

Established in 1986, Smith, Fause & McDonald specializes in the design of telecommunication systems and security systems for public agency and private company facilities through Full Design, Design-Build and Construction Manager/General Contractor methodologies. The firm's work in San Francisco includes the San Francisco New Public Safety Building, Fire Station No. 30, Fire Station No. 4, Fire Station No. 1, San Francisco International Airport, and the City of San Francisco Traffic and Forensic Services Facility.



Jensen Hughes developed creative code alternates for the complex, curved spaces of the National Museum of the American Indian

Code Compliance/Fire Safety/Accessibility Consultant

Jensen Hughes

2950 Buskirk Avenue, Suite 225, Walnut Creek, CA 94597
(925) 938-3550 / <https://www.jensenhughes.com>

Jensen Hughes has led the industry in developing and applying performance-based solutions to fire safety, lifting the limits that traditional code compliance may place on the design of architecturally unique spaces. Jensen Hughes also possesses significant knowledge of the specialized needs of government and public agencies through the successful completion of office and multi-use buildings for clients including the General Services Administration (GSA).

Project & Cost Management

TBD Consultants

111 Pine Street, Suite 1315, San Francisco, CA 94111
(415) 981-9430 / <http://www.tbdconsultants.com/>

Founded in California in 2005, TBD Consultants is a certified Small Business Enterprise dedicated to excellence in construction project management and cost management services. TBD Consultants' experience covers virtually every building type and extends globally. TBD provides sound advice on scope definition, project delivery, schedule set up and early budget definition. TBD are experts in developing preliminary schedules and budget estimates based on conceptual information as well as in generating and executing proactive management plans to control time and budget, and managing risks at all project stages from inception to completion.



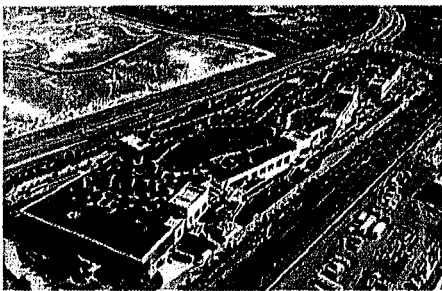
Studio Gang and Atelier Ten are designing the California College of Arts' new Zero Net Campus

Additional Core Consultant - Sustainability

Atelier Ten

443 Tehama Street, 1st Floor, San Francisco, CA 94103
(415) 351-2100 / <http://www.atelierten.com>

Atelier Ten's innovative environmental design consultants have extensive experience working with government agencies to design high-performance LEED facilities that showcase a commitment to reducing greenhouse gas emissions and obtaining carbon neutral operations over time. Atelier Ten's San Francisco-based team is particularly knowledgeable of local and state codes, green guidelines, and initiatives and incentives, having successfully worked with city and state agencies throughout California on key sustainability strategies and policy interpretations. Leaders in Zero Net design, Atelier Ten have been instrumental collaborators in Studio Gang's highly sustainable design for a unified campus for the California College of the Arts in San Francisco.



CMG designed a 9-acre rooftop park above Facebook's Headquarters

Landscape Architecture

CMG

444 Bryant Street, San Francisco, CA 94107
(415) 495-3070 / <http://www.cmgsite.com/>

Since 2000, CMG has engaged with communities to develop sustainable, inclusive designs that improve cities and the broader environment. In San Francisco, CMG turned a derelict alley into Mint Plaza, now a pedestrian oasis at the heart of downtown San Francisco. CMG is also the landscape architect for Facebook's headquarters in Menlo Park. CMG's team of three dozen architects and designers are located in the heart of downtown San Francisco. CMG's brings local expertise and previous experience collaborating with KMD on Wellbeing Palace, a wellness spa in Abu Dhabi.



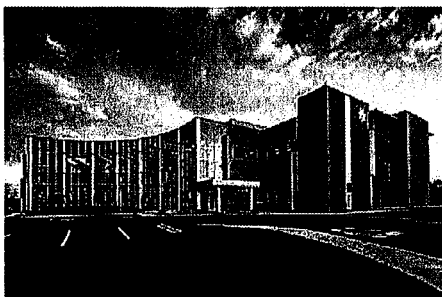
The Integral-designed LinkedIn Offices (targeting Zero Net Energy) feature numerous skylights

MEP Engineer and Technology

Integral

855 Folsom St # 142, San Francisco, CA 94107
(415) 837-1336 / www.integralgroup.com

Integral Group is an internationally recognized leader in building systems design and energy analysis. Integral's design approach differs dramatically from traditional MEP engineering firms, choosing to focus exclusively on highly energy-efficient and sustainable design projects—with the understanding of how to break through cost barriers and make sustainable buildings affordable. As a result, Integral has a long track record of delivering MEP systems for all LEED Platinum buildings with no additional cost. Telamon are experts in Zero Net Energy, with 80 projects completed or in design and 40 LEED Platinum projects.



Telamon provided Civil Engineering services for the Maple Street Correctional Center in Redwood City

Civil Engineer

Telamon Engineering Consultants, Inc.

855 Folsom St # 142, San Francisco, CA 94107
(415) 837-1336 / <http://www.telamoninc.com/>

Telamon Engineering Consultants, Inc. (TECI)'s civil engineers have worked successfully with many government agencies in the Bay Area. TECI has previous experience collaborating with KMD and Telamon Engineers: With KMD, TECI has worked on the James R. Herman Cruise Terminal at Pier 27, San Francisco Public Utilities Commission Headquarters, and San Francisco Office of the Chief Medical; with Telamon, TECI has worked on the Contra Costa County Administration Building and Parking Structure and the County of San Francisco Jail #5 in San Bruno. TECI is a Minority & Woman-owned firm and a certified DBE and a Small Business Enterprise.

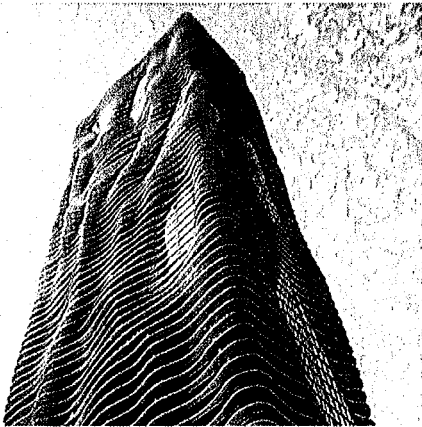
Proposed Subconsultants

We believe that architecture is necessarily collaborative and that it is most successful when it arises from an integrated network of participants rather than a single author. When complete, architecture must satisfy the criteria of the owner—and, by extension, users and inhabitants—but it should also be seen by its designers and engineers as successful, essential, and correct. Collaboration for the new San Mateo County building will be continual and ongoing.



Structural Engineering

We are excited to propose a team of structural engineers that will bring to San Mateo County creative inventiveness combined with deep regional experience. Studio Gang's design process relies on fundamental explorations of construction techniques and materiality unique to the project and location. Our team will benefit from Studio Gang's strong collaborative history with MKA Engineers supplemented by the likewise strong collaborative experience of SOHA Engineers with KMD Architects, and their combined track record on Bay Area public buildings. MKA and SOHA have completed two towers (333 and 335 First Street) together in San Francisco and are currently collaborating on a project for San Francisco International Airport. For San Mateo County, MKA will lead the concept and schematic design efforts, followed by SOHA leading the design development, construction documentation and construction administration phases. Both firms will participate in all phases to assure smooth translation of concept to completed building.



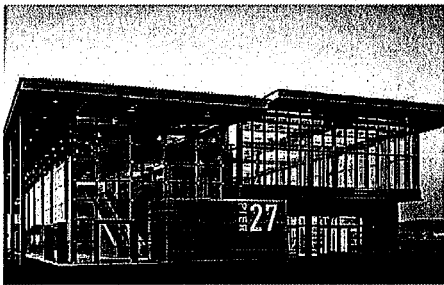
Aqua Tower, a collaboration between Studio Gang and MKA

Structural Concept

Magnussen Klemencic Associates

1301 Fifth Avenue Suite 3200, Seattle, WA 98101
(206) 292-1200 / <http://www.mka.com/>

Headquartered in Seattle with a branch office in Chicago, MKA was founded 97 years ago and has a staff of 185 engineers and 30 BIM technicians. MKA's passion is creating structural systems for buildings of all shapes, sizes, and complexities for architectural projects. MKA has a long and successful history of past collaborations with Studio Gang ranging in scale from towers—Aqua Tower (left), Vista Tower, and the University of Chicago Campus North Residential Commons—to the Nature Boardwalk at Lincoln Park Zoo (above). In each case, MKA have been crucial participants in the concept design phase, providing valuable input that fosters material and structural innovation in the finished building.



Cruise Terminal at Pier 26, a collaboration between KMD and SOHA Engineers

Structural Engineering

SOHA Engineers

48 Colin P. Kelly Jr. Street, San Francisco, CA 94107
(415) 989-9900 / <https://www.soha.com/>

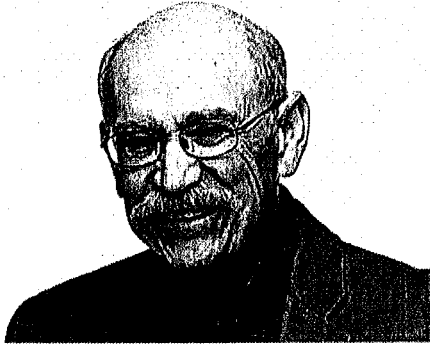
SOHA Engineers is one of the leading structural engineering firms in California, with offices in San Francisco and Oakland. SOHA has engineered some of the most significant projects in the Bay Area, including numerous projects at the San Francisco International Airport and the new Public Safety Building in San Francisco. SOHA is a Minority-Owned Business Enterprise and DBE Certified, and dedicated to providing equal opportunities for all employees. Additionally, SOHA has collaborated with KMD on a number of local projects, including the Contra Costa County Administration Building, the San Francisco Public Utilities Commission Headquarters, and the Cruise Terminal at Pier 27.

Ivan Romero, AIA, LEED AP

LEED Designer / Specialist

kmd

San Francisco
+1 415 399 4974



Ivan leads KMD's sustainability committee with responsibilities for implementing sustainable practices in the firm's design work and operations, including the firm's 2030 Challenge commitments. He has expertise with large, complex public sector projects for federal, state and county agencies, with an emphasis on secure government facilities and administrative centers. Recently, Ivan has added significant experience in the area of forensic analysis on very high profile institutional projects including a 17 story courthouse.

YEARS AT KMD ARCHITECTS

30

EDUCATION

Masters of Architecture,
University of California, Berkeley
Bachelor of Arts, University of
Pennsylvania, Philadelphia, PA

PROFESSIONAL EXPERIENCE

40

Architecture: California, C12045

REFERENCES

Contra Costa County
Administration Building:
Eric Angstadt, Chief Assistant County
Administrator Capital Facilities
T: (925) 335-1009
E: Eric.Angstadt@cao.cccounty.us

Office of the Chief Medical Examiner:
M. Magdalena Ryor, Project Manager
San Francisco Public Works
T: (415) 557-4659
E: magdalena.ryor@sfdpw.org

Contra Costa West County Reentry &
Treatment Facility:
Ramesh Kanzaria, Capital Projects
Division Manager
T: (925) 313-2144
E: rkanz@pw.cccounty.us

PERTINENT EXPERIENCE

Contra Costa County New Administration Building

Martinez, CA
Planning Study & Conceptual Design for
Civic Center, new County Administration
Building & Parking Structure.

Office of the Chief Medical Examiner

San Francisco, CA
An improved 44,927 GSF OCME at a
new location, providing a seismically
safe structure and professional work
environment. LEED Gold expected.

Butte County Capital Facilities

Oroville, CA
Master planning—providing planning for
five, ten, and twenty years.

U.S. Appraisers Building

San Francisco, CA
Restoration and life safety upgrade of a
16-story historic building.

Clark County Regional Justice Center

Henderson, NV
Forensic review of architect's
performance of GSF, 17 story municipal
courthouse building.

Mesa Justice Center

Mesa, AZ
New \$26 million, 100,000 SF Municipal
Courthouse and offices. LEED Silver.

Supreme Court of California & California Court of Appeals First Appellate District

San Francisco, CA
200,000 SF. Provided programming,
space planning, and interior design for
new offices, libraries, and courts.

U.S. Federal Courts Lighting Study

San Francisco, CA
Study for introducing day lighting,
efficient electrical lighting, energy
conscious measures for four major
federal courthouses in the SF Bay Area.

Fresno County Juvenile Courts

Fresno, CA
121,000 SF, six courtrooms, includes
Public Defender, Court Services,
District Attorney, Probation Offices,
Record Storage and juvenile offender
holding areas.

Oakland Federal Building

Oakland, CA
A 1,050,000 SF intelligent office building.
Services include programming,
design, space planning, construction
administration, and interior design.

Superior Court of Santa Cruz County Watsonville Courts

Watsonville, CA
Provided design development bridging
documents for 50,000 GSF of courts and
office space for Superior Court.

New County Office Building

Lari Diaz, AIA, LEED AP, EDAC

KMD Senior Planner

kmd

San Francisco
+1 415 399 4835



As a Planning Principal with over 20 years of experience with KMD, Lari's diverse background, passion for problem solving, ability to streamline project communications and complete project goals ensure quality results for her clients. She has extensive experience in developing and implementing functional space programs for many building types and campuses.

Lari's strength as a planner and designer lies in her strong communication skills and team building spirit. She is an invaluable team member, facilitating an integrated and interactive project process. She will assume overall leadership for project planning and interface with user groups to ensure compliance with client goals and expectations.

YEARS AT KMD ARCHITECTS

25

EDUCATION

Master of Architecture,
University of Pennsylvania
Bachelor of Architecture,
University of Oregon

PROFESSIONAL EXPERIENCE

26

REGISTRATIONS & CERTIFICATIONS

Architecture: California #C26537
LEED Accredited Professional
Evidence-Based Design Accreditation
and Certification (EDAC)

REFERENCES

CCC Administration Building:
Eric Angstadt, Chief Asst County Admin
Capital Facilities Contra Costa County
T: (925) 335-1009
E: Eric.Angstadt@cao.cccounty.us

General Motors - Warren Tech Center:
David C. Witt, PE, Sr. Project Manager
Roncelli, Inc.
T: (586) 264-6852
E: dwitt@roncelli-inc.com

KP Mission Bay MOB:
Mark Brna, Executive Director
NCAL Capital Projects
National Facilities Services
(510) 987-4585 | mark.brna@kp.org

PERTINENT EXPERIENCE

**Contra Costa County New
Administration Building & Master Plan**
Martinez, CA

Senior Planner. This new County Administration Building and Master Plan in the City of Martinez houses several County divisions. The project involves the master planning and strategic phasing of several blocks in downtown Martinez to include a 200 stall parking structure and civic plazas carefully designed to bring cohesion and better flow to the government district.

**General Motors Corporation,
Warren Technical Center**

Warren, MI
Responsible for all space planning and programming of two buildings and client liaison.

Cisco Systems

Dublin, CA
Master planning, building design and tenant improvements for 1,000,000 SF, 5-building campus including R&D office, computer labs, cafeteria, fitness center and parking.

**Sun Microsystems,
Newark Campus - Phase III**

Newark, CA
Master Plan and Building Design for Phase III of a corporate campus.

**City College of San Francisco
Health & Wellness Center**

San Francisco, CA
Design of a new 120,000 SF recreation facility. It features two full size gyms, a 25-meter pool, aerobics, dance and martial arts workout rooms.

**Skyline Community College,
Student Center**

San Bruno, CA
The new 60,000 SF facility includes student services, food service, and community and recreation rooms.

Skyline College, Science Annex

San Bruno, CA
22,000 SF new addition to Science Building including consolidation of Biology and Chemistry teaching laboratories and support spaces.

**Kaiser Permanente Mission Bay
Medical Office Building**

San Francisco, CA
New MOB in Mission Bay, the project includes tenant improvements for a 220,000 SF nine story building. Scope includes full medical planning, interior architecture, and MEP/IT systems for an aggressive Design-Build delivery model. Certified LEED Platinum for Interiors.

University of Chicago Campus North Residential Commons

Anticipated LEED Platinum



Designed as a new front door for the University of Chicago campus, the Campus North Residential Commons strengthens connections between the campus and nearby communities.

Campus North features a mix of student residences, dining options, shared amenities, retail, and green spaces that encourage interactions among students of different ages and backgrounds. The design situates three slender bar buildings in an urban fabric of plazas, gardens, walkways, and courtyards that together form inviting, public and semi-private outdoor spaces for students and neighbors.

The building is scaled to its context, with the highest structure completing the urban edge of busy 55th Street, while nearby structures are more attuned to the residential neighborhood along University Avenue. Pre-cast concrete panels are used to clad the building, a contemporary facade informed by the University's neo-Gothic tradition.

Status Completed 2016
Location Chicago, Illinois
Size 400,000 gsf / 4.48-acre site

Special Features

- University of Chicago's first Design-Build project
- Designed around an energy-saving two-way radiant heating slab system
- Creates a welcoming, public entrance to the university campus

Awards

Best Precast Project, International Union of Bricklayers and Allied Craft Workers Awards, 2017

Gold Award, Building Team Awards, Building Design + Construction, 2017

National Award of Merit, Design-Build Institute of America, 2017

✓ Completed on time and within budget.

The project was delivered a full year earlier than had originally been anticipated due to the Design-Build delivery system.

Client

Robert J. Zimmer, President,
University of Chicago
5801 South Ellis Avenue, Suite 501
Chicago, IL 60637
T: +1 773 834 3994
E: shuie@uchicago.edu

Contractor

Gregory Werner, Senior Vice President,
Mortenson Construction
300 Park Boulevard, Suite 100
Itasca, IL 60143
T: +1 847.472.8111
E: greg.werner@mortenson.com

Design Team Roles

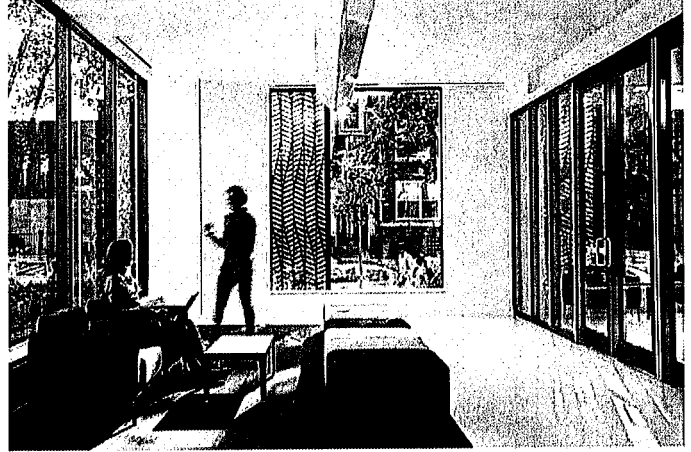
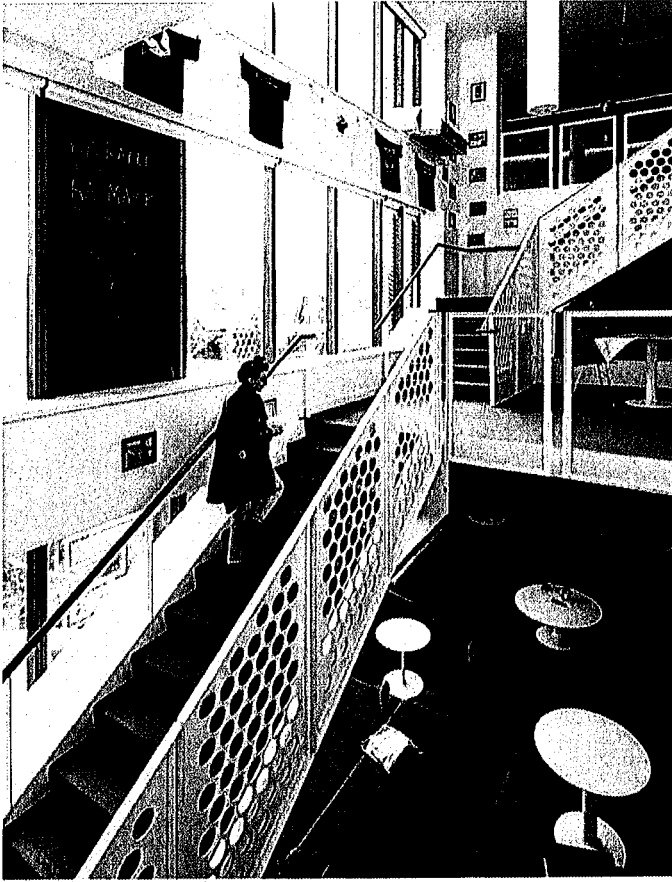
Jeanne Gang, Founding Principal
Mark Schendel, Managing Principal
Steve Wiesenthal, Principal (formerly
University of Chicago Senior Associate
Vice President for Facilities and
University Architect)
Vincent Calabro, Design Team Member
Mauricio Sánchez, QA/QC
Margaret Cavenagh, Interior Design
Paige Adams, Interior Design

Budget \$150,000,000

Final Construction Cost \$150,000,000

Cost per Square Foot \$375

Construction Change Order Percentage
7%



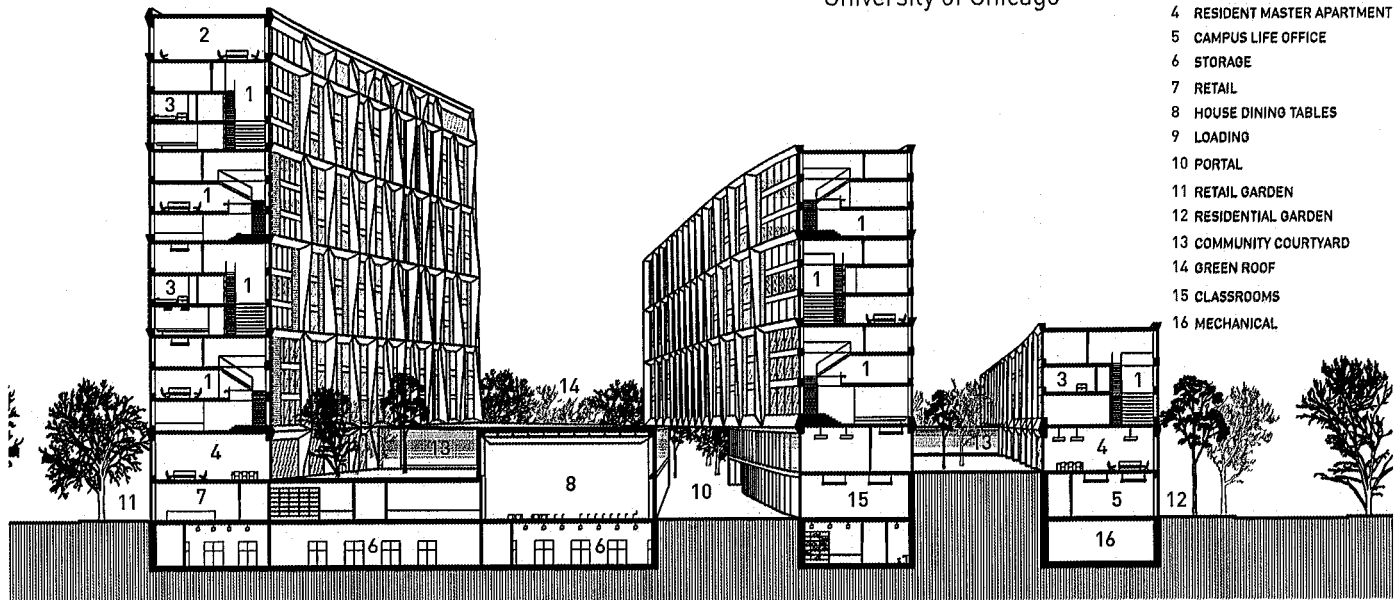
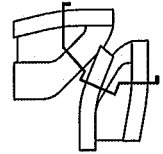
The shared spaces of the House Hubs (left), Dining Commons, and public lobby (above) foster the types of learning that grow from serendipitous encounters among students with different backgrounds.

Intimate community courtyards (below) are more like "outdoor rooms" that link shared facilities on the second level so that even in-between spaces are active, increasing the chances for informal encounters.



"This is a beautiful and inspiring building. Jeanne Gang and her colleagues have made an outstanding contribution to our campus [and] to architecture designed to connect individuals and build communities."

— Robert J. Zimmer, President,
University of Chicago

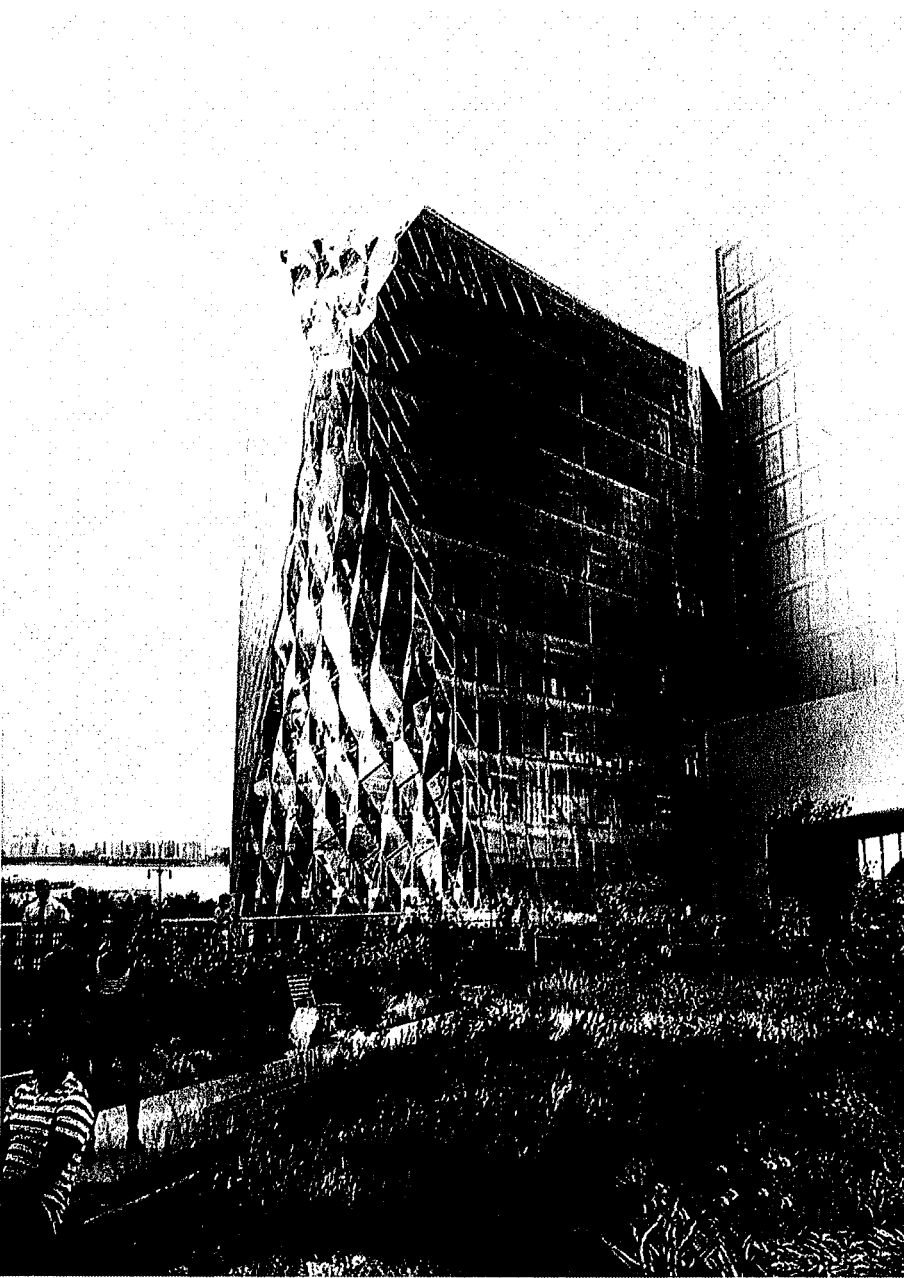


- 1 HOUSE HUB
- 2 MULTI-PURPOSE ROOM
- 3 STUDENT ROOM
- 4 RESIDENT MASTER APARTMENT
- 5 CAMPUS LIFE OFFICE
- 6 STORAGE
- 7 RETAIL
- 8 HOUSE DINING TABLES
- 9 LOADING
- 10 PORTAL
- 11 RETAIL GARDEN
- 12 RESIDENTIAL GARDEN
- 13 COMMUNITY COURTYARD
- 14 GREEN ROOF
- 15 CLASSROOMS
- 16 MECHANICAL



40 Tenth Avenue

Targeting LEED Gold



Located at the edge of Manhattan between the High Line park and the Hudson River, 40 Tenth Avenue is a mid-rise office tower whose iconic silhouette is sculpted by the angles of the sun.

The building is carved away to maximize daylight, fresh air, and river views for office workers and park visitors. This “solar carving” strategy is one analytic design method that Studio Gang is developing to increase tall buildings’ environmental performance and human benefits.

New County Office Building

Status Under Construction
(anticipated completion 2019)

Location New York City, NY

Size 146,000 gsf / 199 ft tall

Special Features

- High-performance, three dimensional glass units create the faceted, structural wall at the carved corners.
- 10,000 sf shared roof deck and 8,000 sf terrace adjacent to High Line
- 8 Floors with private outdoor space
- Floor-to-ceiling glass with views of the Hudson River, the High Line, and Meatpacking District streetscape
- Open-plan offices with narrow floor-plates increase natural light
- Access to the High Line and its 1.45 miles of public space

✓ **So far, on track to be completed on time and within budget.** During construction, the only delays have been due to demolition of existing building on site and there were no significant delays or increases in costs during design.

Client

Matthew Abreu
40-56 Tenth Ave Joint Ventures, LLC
1407 Broadway Fl 41
New York, New York 10018-2348
United States
T: 212-789-7000
E: mabreu@cayre.com

Contractor

Alde A. Ortega, Executive Vice President
Cauldwell Wingate Company, LLC
380 Lexington Avenue, NY, NY 10168
T: 212-983-7150
E: aortega@cwingate.com

Design Team Roles

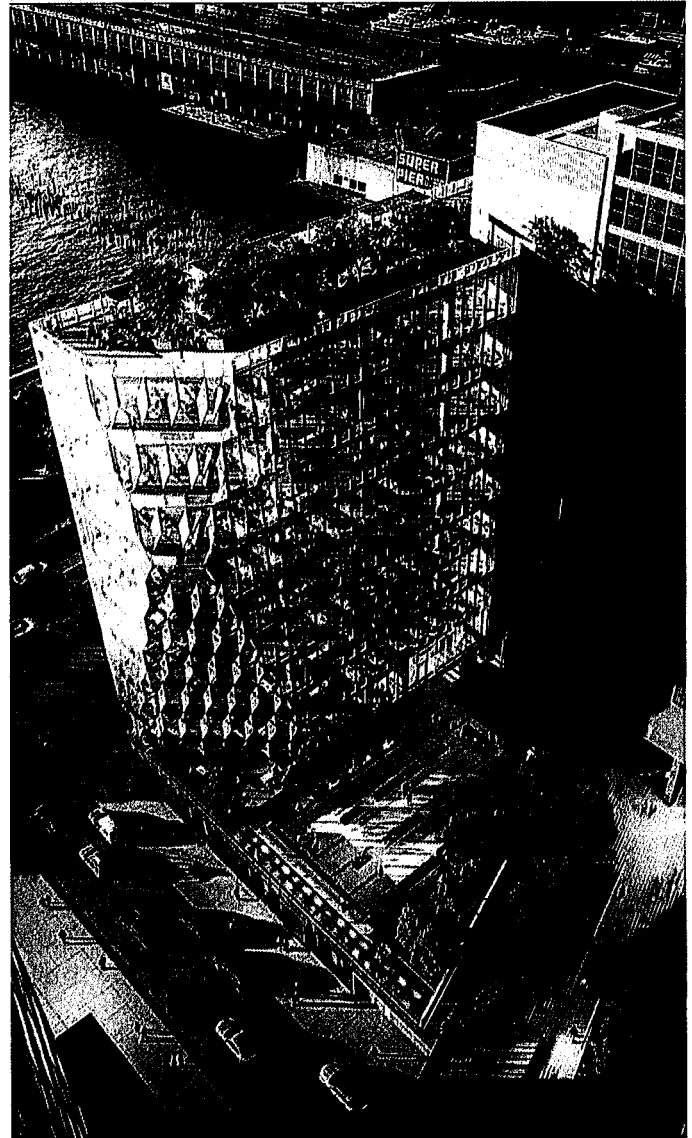
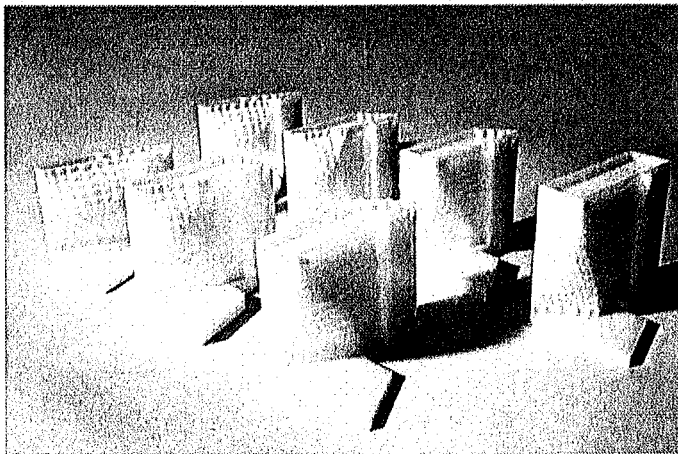
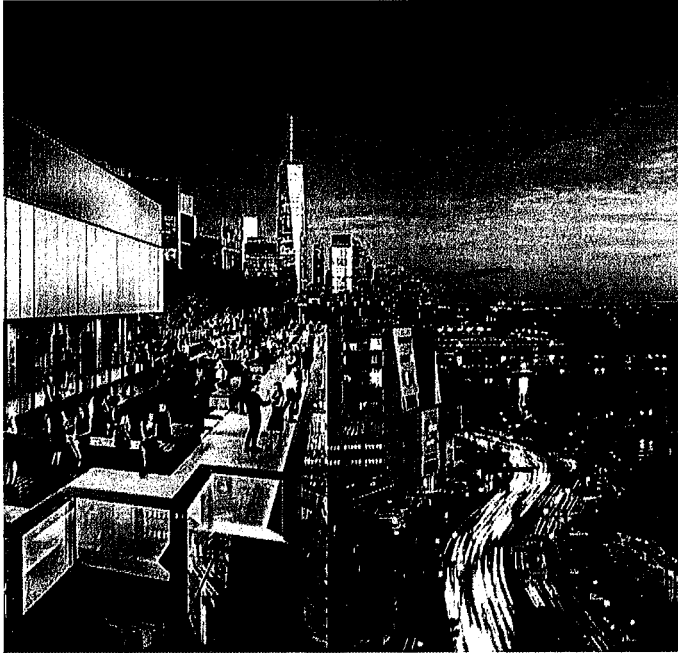
Jeanne Gang, Founding Principal
Mark Schendel, Managing Principal
Paige Adams, Interior Design
Margaret Cavenagh, Interior Design
Mauricio Sánchez, QA/QC

Budget \$ 51,100,000

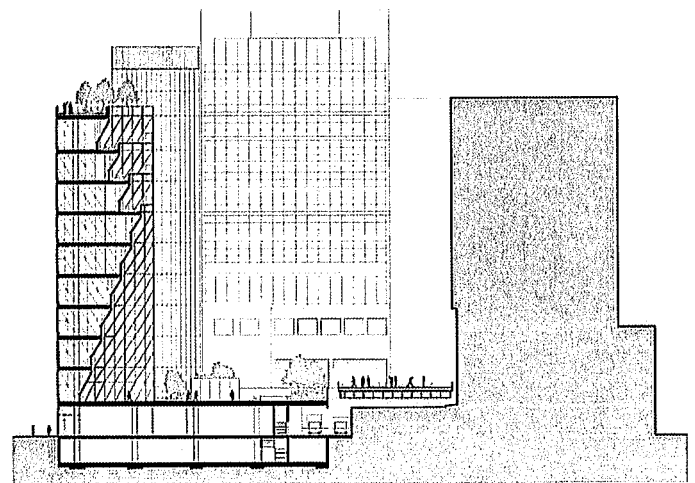
Final Construction Cost TBD

Cost per Square Foot \$350

Change Order Percentage: To date, only one change order on project.

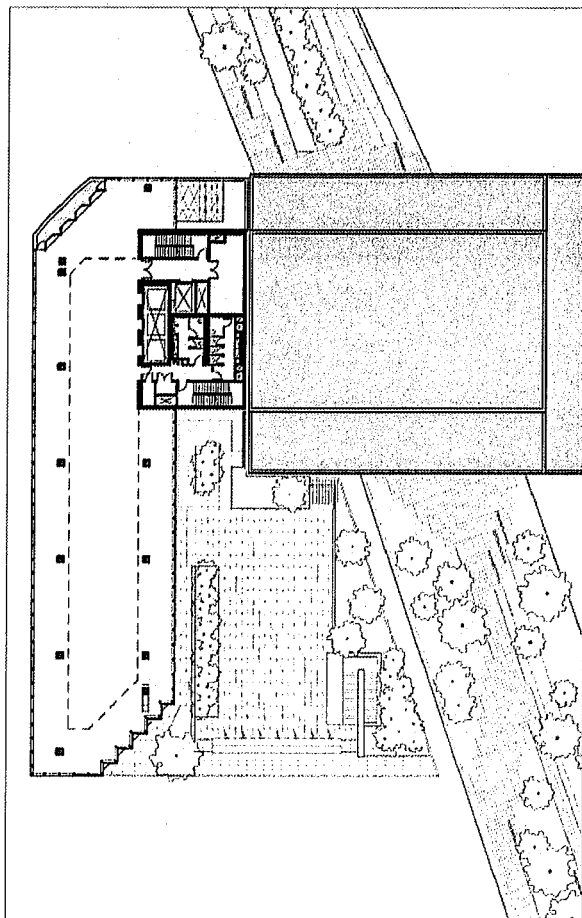


Iterative models were used to study different options for the building's massing (above). Its "carved away" form creates terraces and a green roof for employees that overlook the Hudson River and the High Line park.





The tower's slender floor plates and high ceilings ensure that natural light reaches every workspace even though the building is located on a dense, mid-block site.



Folsom Bay Tower

Targeting LEED Gold



Folsom Bay Tower is an urban residential community at the heart of San Francisco, just blocks from the Bay Bridge, Embarcadero, and Rincon Park.

The design evolves the classic bay window, a familiar architectural feature of San Francisco's early houses. Twisting incrementally over the height of the tower, the bay windows offer ample views, light, and air and inform the building's distinctive form and texture—the result of special attention to the building's energy performance and how it is experienced.

New County Office Building

Status Under Construction
(anticipated completion 2019)

Location San Francisco, CA

Size 480,000 sf / 400 ft tall

Special Features

- 391 units, 40% below market-rate
- High-performance window bays are fabricated offsite and attached to standardized, orthogonal floorplates during construction
- Bay window system with operable windows ensures that every unit has a corner view, natural light, and cross-ventilation
- Every unit has balcony bay

✓ **So far, on track to be completed on time and within budget.** Construction has been delayed for geotechnical and excavation, but the design timeline and budget established at the start of construction have held and are on track to meet the project schedule and budget.

Client

Matthew Biss, Managing Director, Design & Construction, Tishman Speyer
One Bush Plaza
1 Bush St #450
San Francisco, CA 94104
T: +1 212-715-0300
E: MBiss@TishmanSpeyer.com

Contractor

Mike Cherwin, Project Executive
Lendlease Construction
71 Stevenson St, Suite 800
San Francisco, CA 94105
T: +1 415 512 0586
E: mike.cherwin@lendlease.com

Design Team Roles

Jeanne Gang, Founding Principal
Mark Schendel, Managing Principal
Margaret Cavenagh, Interior Design
Mauricio Sánchez, QA/QC
Paige Adams, Interior Design
Vincent Calabro, Design Team Member

Budget \$240,000,000

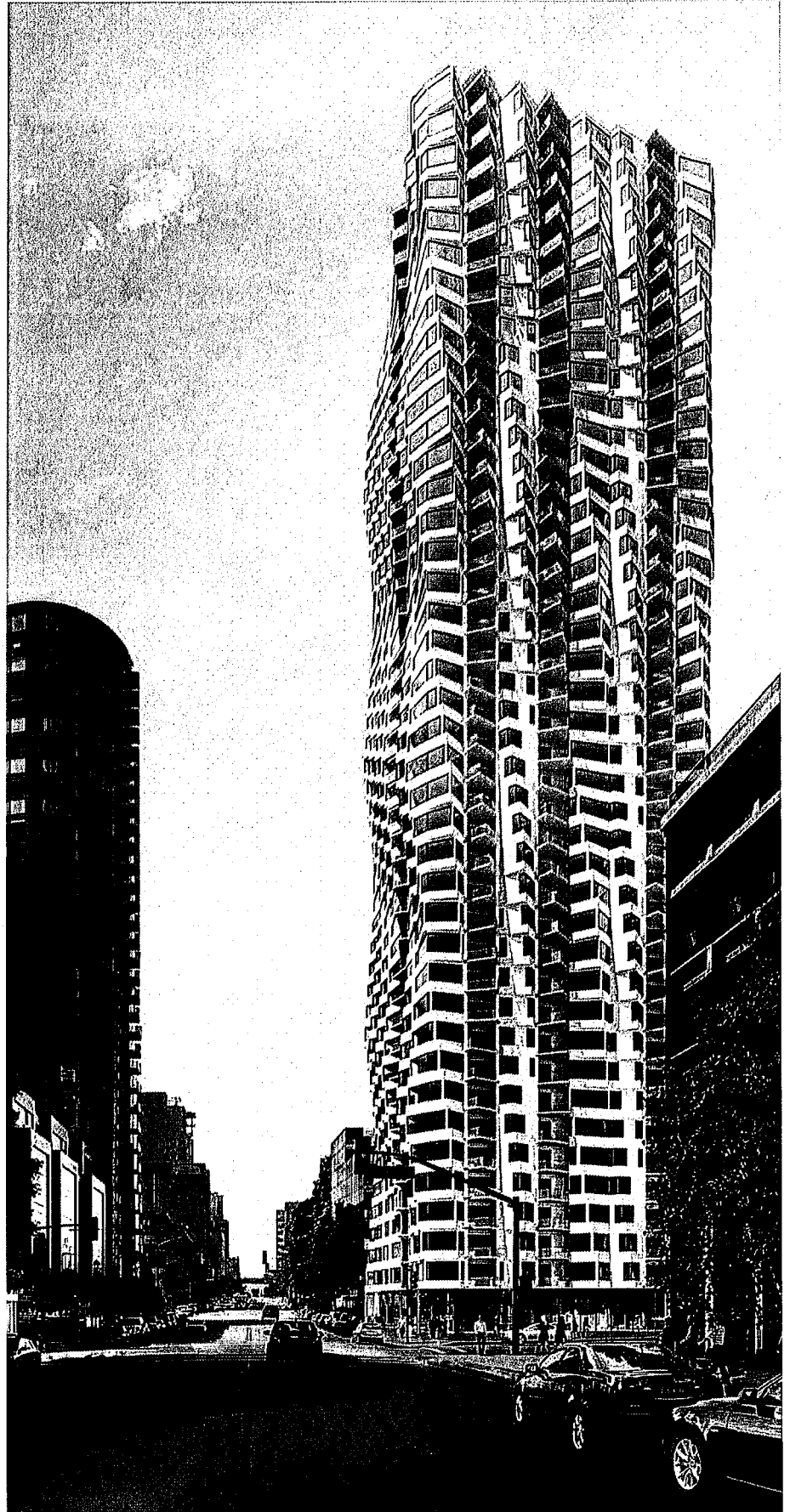
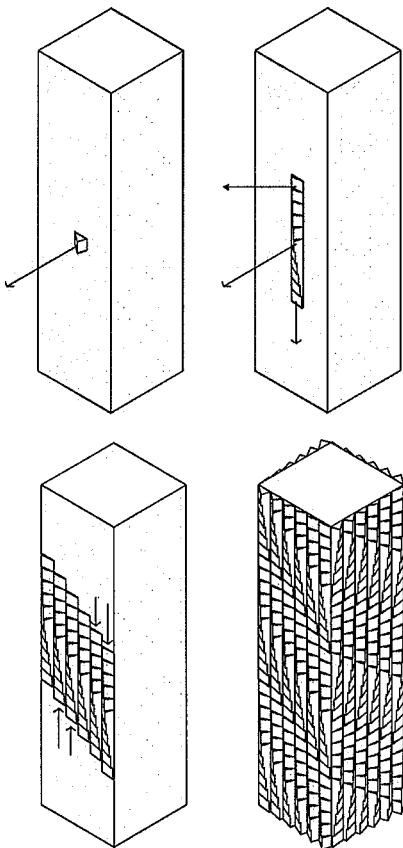
Final Construction Cost TBD

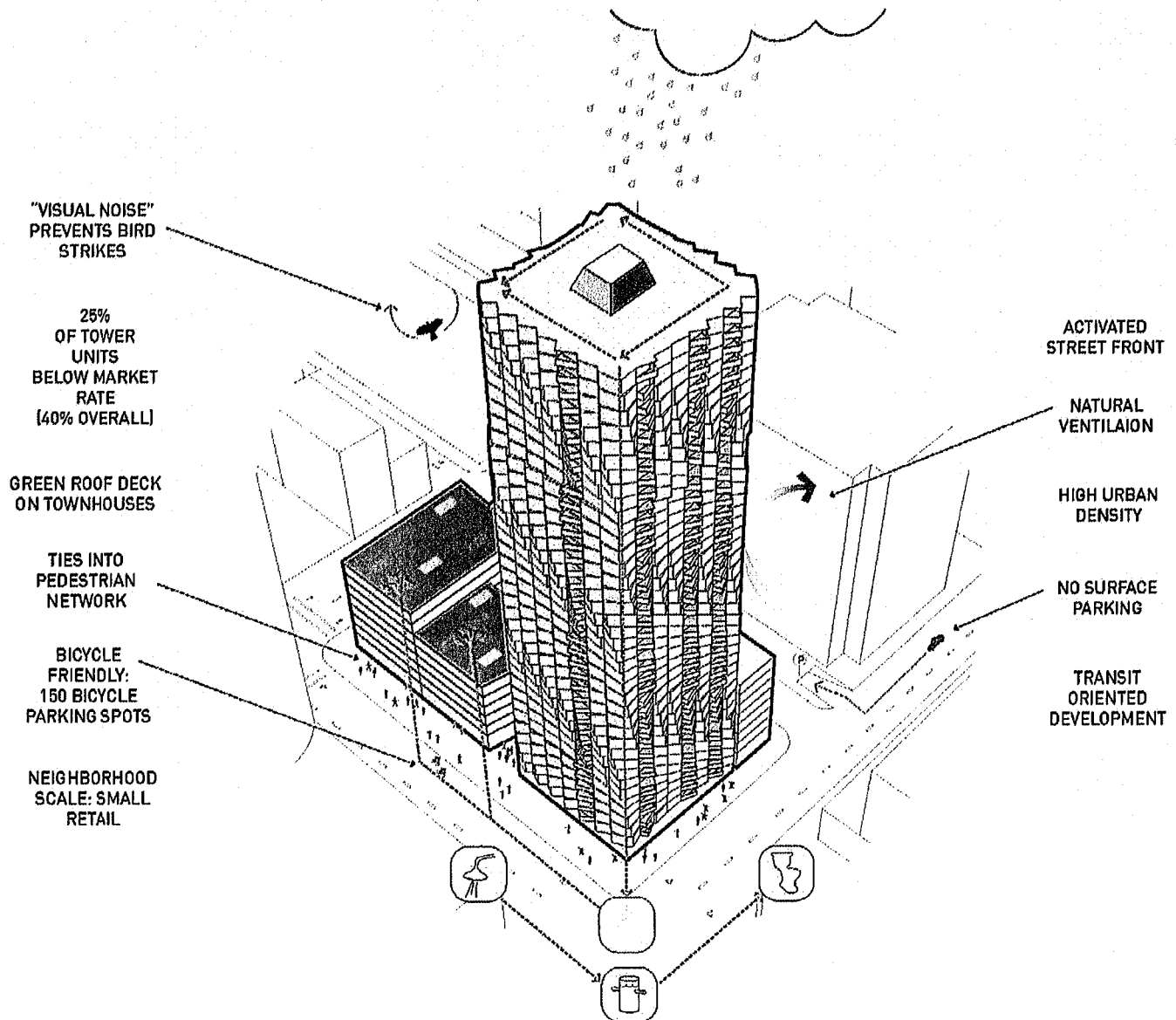
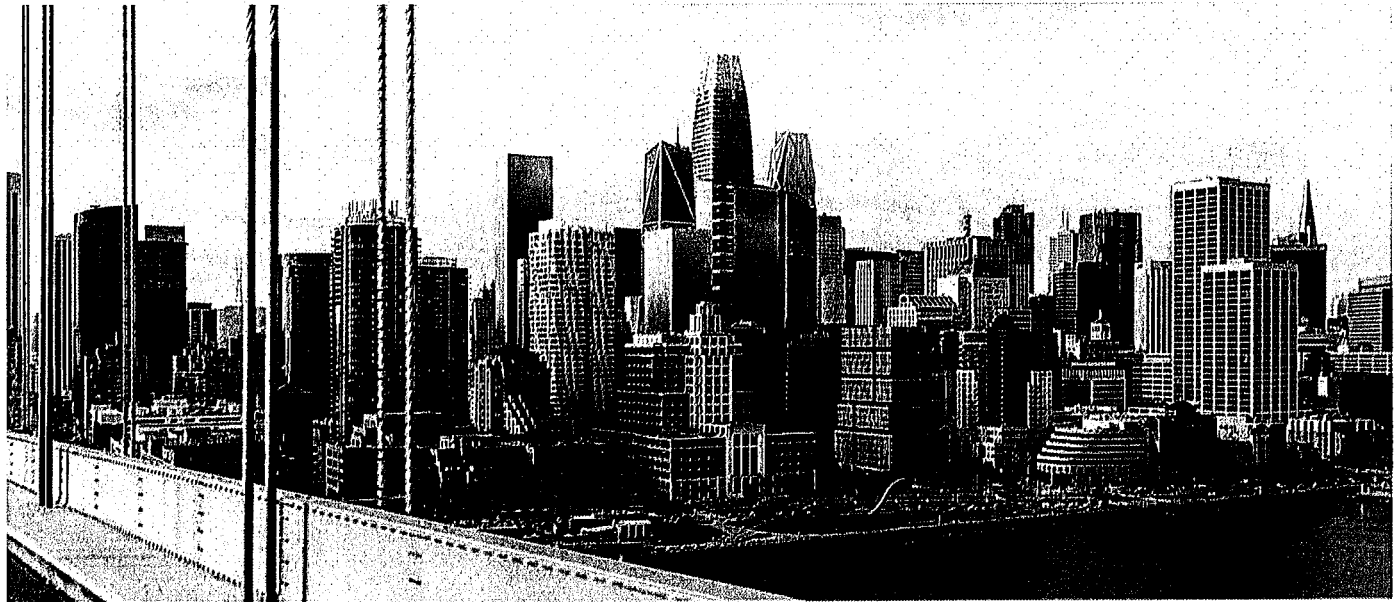
Cost per Square Foot Estimated \$500

Construction Change Order Percentage:
0% to date.

Rising to 400 feet, the tower is low enough to be sensitive to its natural environment and urban context, yet tall enough to accommodate a wide range of units, with more than a third designated below market rate.

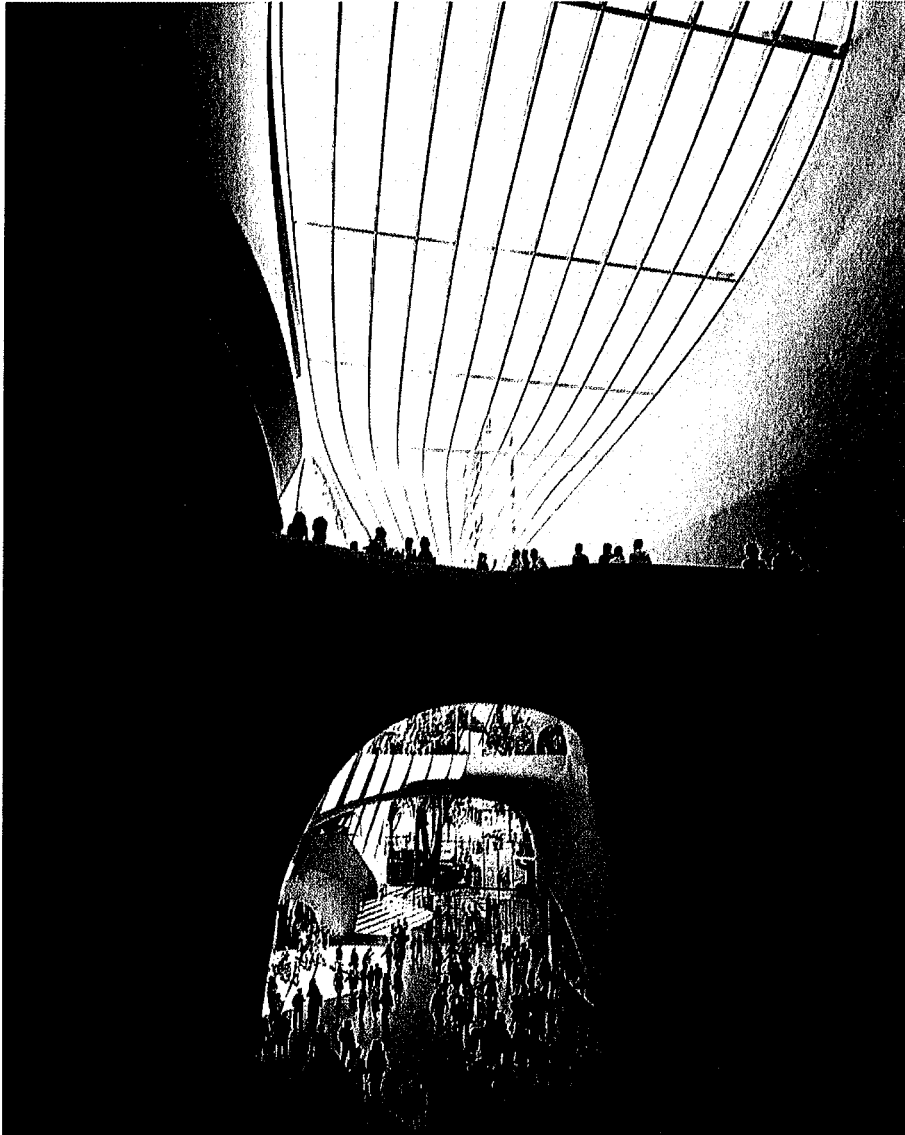
The tower meets the ground at a pleasant, human scale and offers retail space fronting Folsom and Main Streets, contributing new pedestrian amenities to a highly walkable area of the city with excellent transportation connections.





Gilder Center for Science, Innovation and Education

Targeting LEED Gold



The Gilder Center for Science, Education, and Innovation will be the next major expansion of the American Museum of Natural History, one of New York City's most significant cultural institutions.

This new Center will combine and enhance the Museum's educational, exhibition, and research programs. Inspired by natural processes like erosion and melting, the building is designed to improve circulation, encouraging visitors to move beneath and across bridges and along sculpted walls whose openings reveal the Museum's diverse collection and activities.

New County Office Building

Status Construction Documents
(anticipated completion 2020)

Location New York City, NY

Size 195,000 sf

Special Features

- Upon completion, 75% of the Museum's classroom facilities will be new or completely renovated
- 21,000 sf Collections Core will make visible the museum's collection, housing 3.9 million specimens
- 5,000 sf Insectarium will feature live insects, specimens, scientific tools, and digital displays
- 3,000 sf butterfly vivarium will feature live butterflies year-round
- 9,520 sf immersive theater will allow visitors to experience authentic science visualizations
- Research Library and Learning Center to support graduate students, visiting scholars, and museum staff

✓ **So far, on track to be completed on time and within budget.** With construction set to begin this year, the design on schedule and on budget, having completed Environmental Impact Study.

Client

Ann B. Siegel, SVP, Operations & Capital Programs,
American Museum of Natural History
Central Park West & 79th St.
New York, NY 10024
T: +1 (212) 769-5030
E: asiegel@amnh.org

Contractor

Elin Thorsteinsdottir, Project Manager
Turner Construction Company
375 Hudson Street, 6th Floor
New York, NY 10014
T: +1 212.496.3639
E: ethorsteinsdottir@tcco.com

Design Team Roles

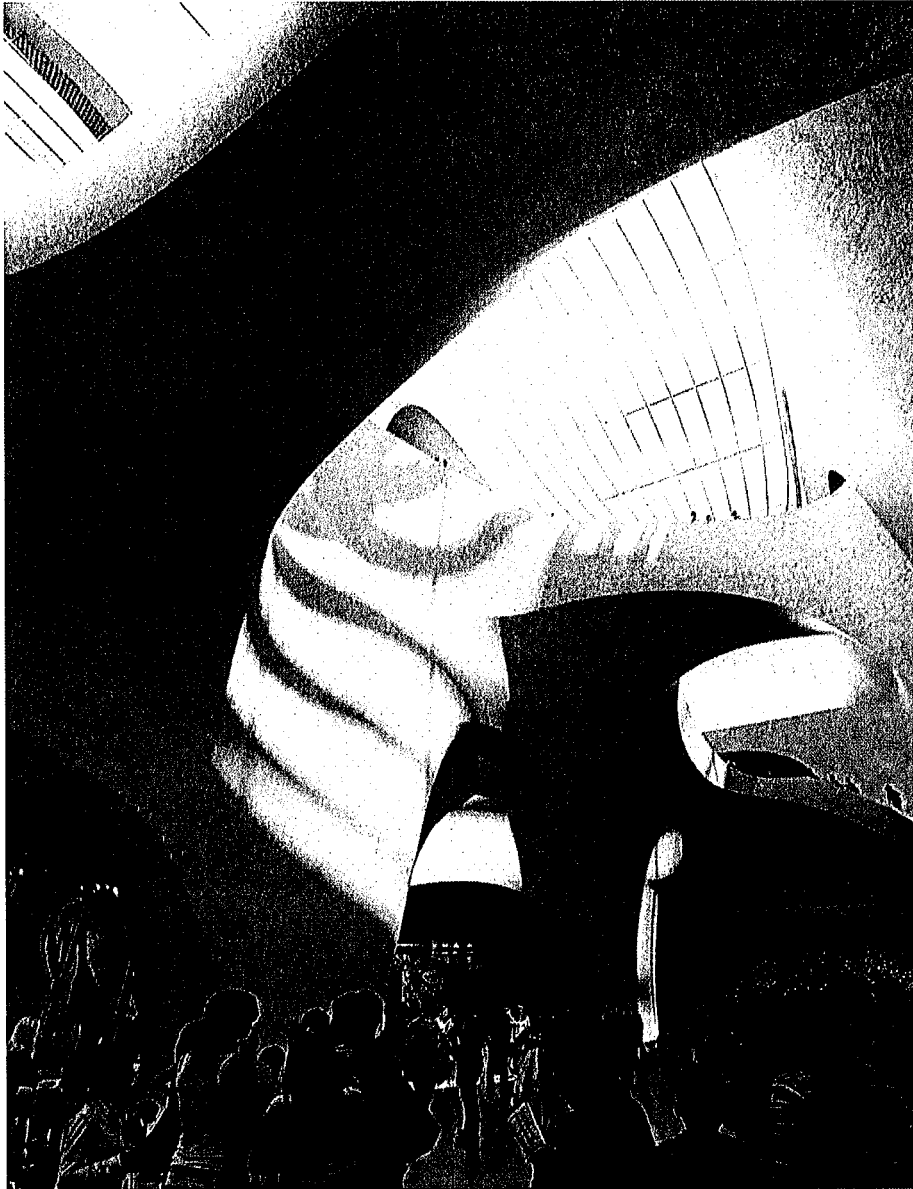
Jeanne Gang, Founding Principal
Mark Schendel, Managing Principal
Mauricio Sánchez, QA/QC

Budget \$340,000,000

Final Construction Cost TBD

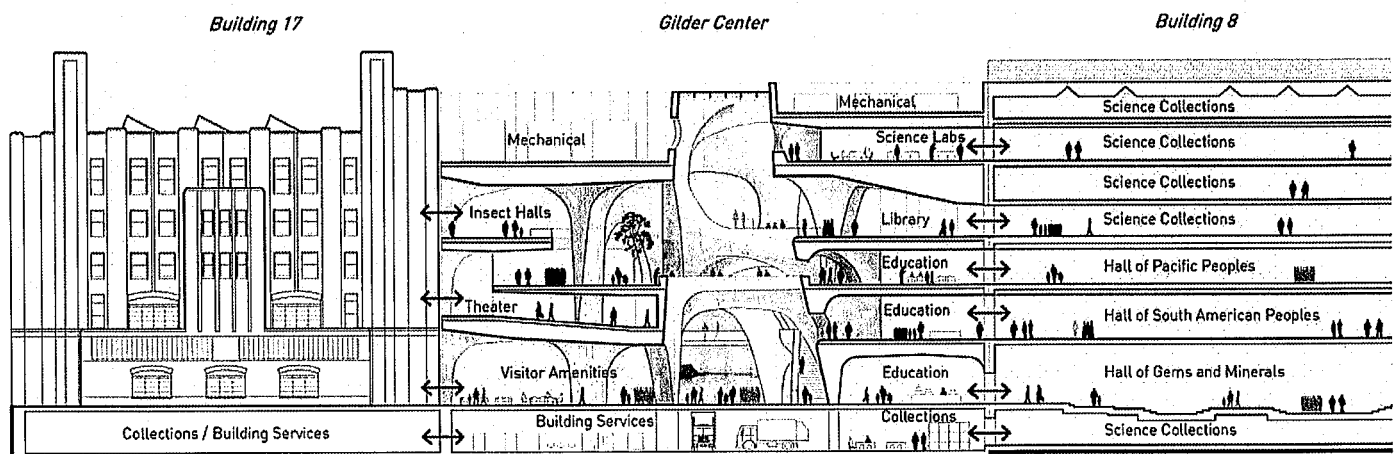
Cost per Square Foot Estimated \$1447/sf

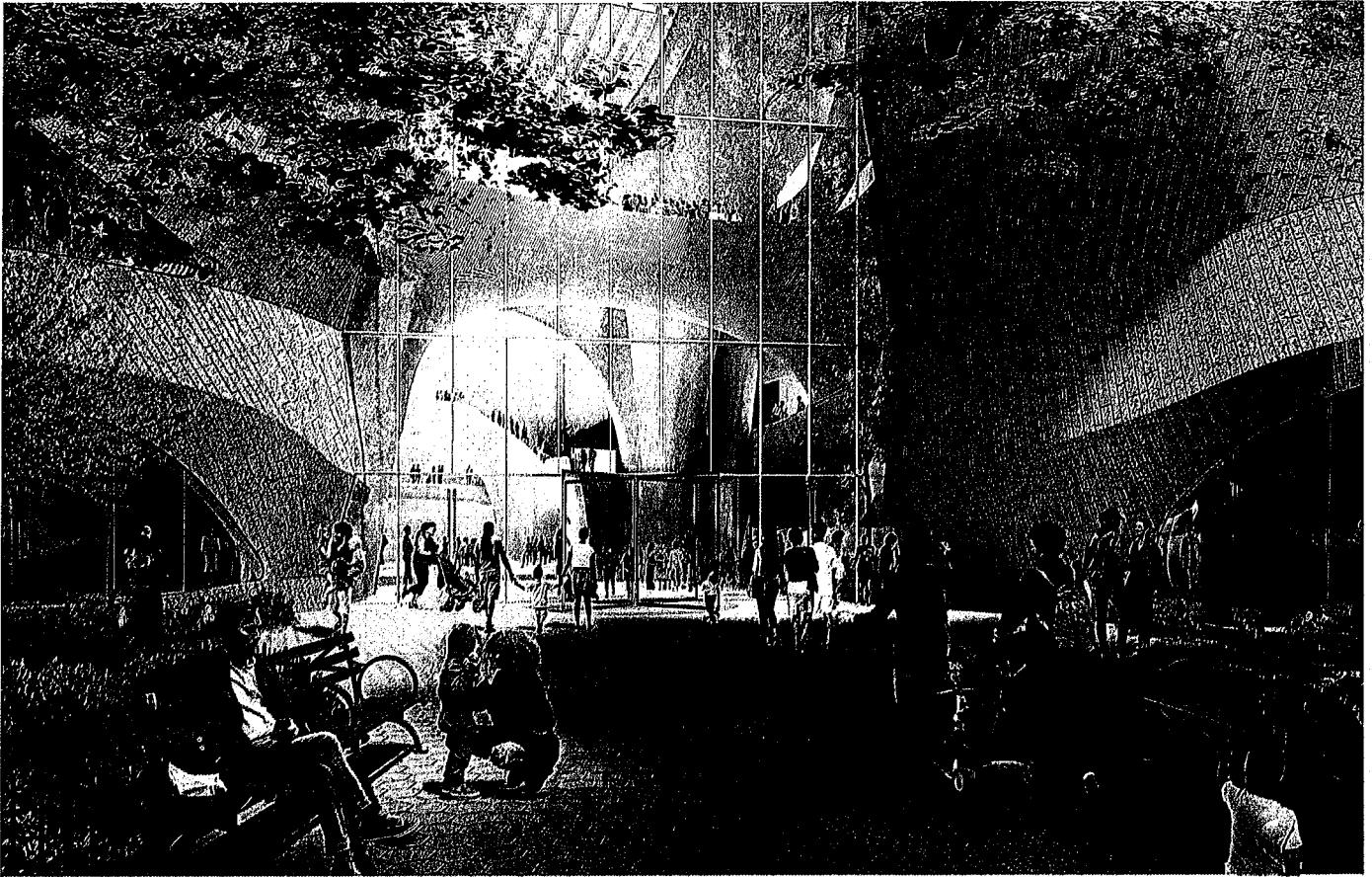
Change Order Percentage TBD



Nested in the Museum's historic campus, the Gilder Center connects ten different buildings at approximately thirty points, bringing together research, exhibition, and educational programming.

The Central Exhibition Hall will give visitors a continuous, flowing spatial experience. Further underscoring the idea of flow, the Gilder Center's interior will be constructed of sprayed structural concrete, demonstrating the fluid quality of the material in its construction.

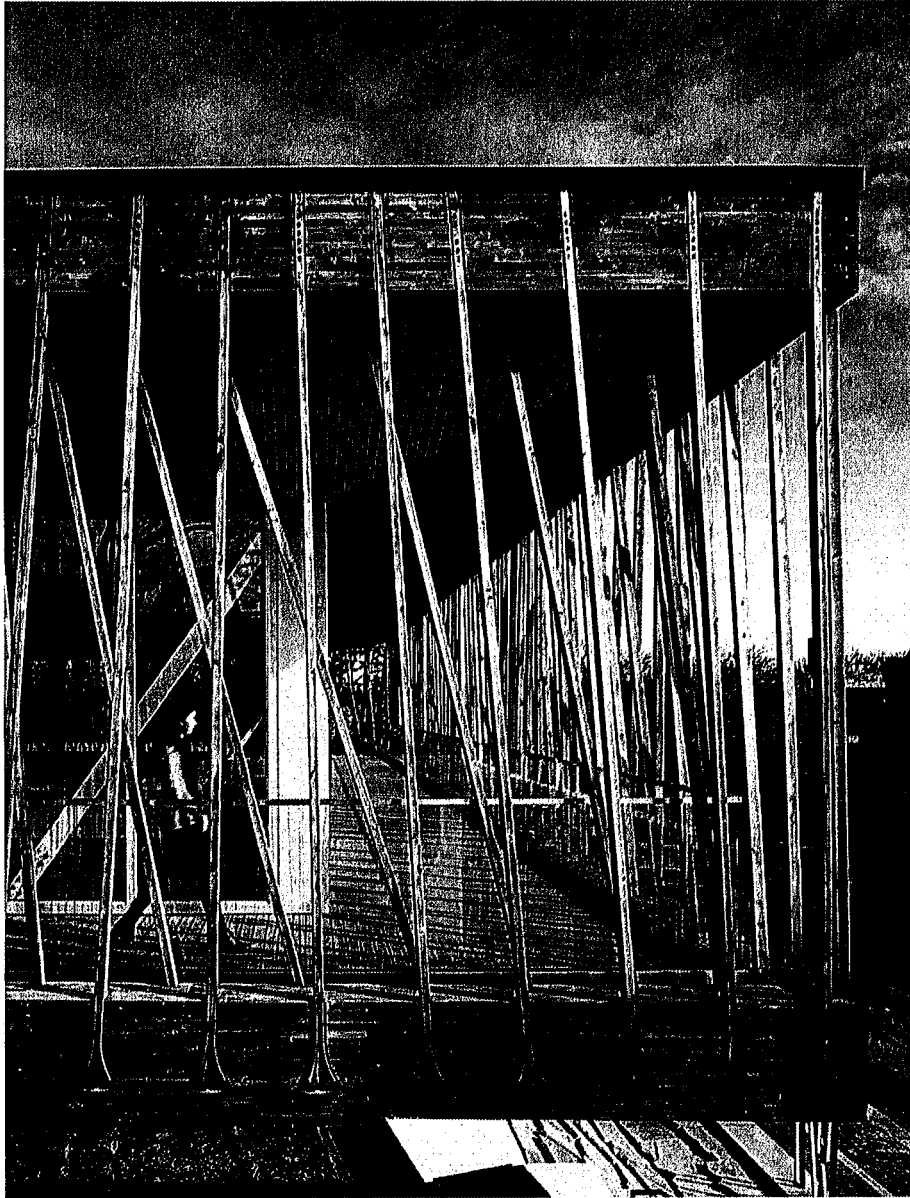




The Gilder Center will provide a dramatic new entrance for the Museum. The west façade of the Gilder Center will be clad in Milford pink granite, the same stone used for the Museum's entrance on Central Park West.

Writers Theatre

LEED Gold Certified



Writers Theatre is an exciting, region-wide cultural destination that energizes the daily life of its community,

Organized as a village-like cluster of distinct volumes that surround a central lobby, the building's form resonates with the character of downtown Glencoe, Illinois. The theater's two performance spaces—a 250-seat main, thrust stage and a 99-seat black box venue—employ innovative staging and seating configurations to maximize the sense of intimacy between actors and audience and to enhance the immersive experience for which Writers Theatre productions have become known.

New County Office Building

Status Completed 2016

Location Glencoe, IL

Size 36,000 sf

Special Features

- Creates an iconic, cultural destination open to the public
- Design and construction was a unique collaboration between structural engineers, fabricators, and timber specialists for the design of the hanging canopy walk
- Creative MEP strategies minimize energy consumption for a typically energy-intensive building typology
- Public lobby serves as a community center, accommodating educational outreach and informal celebrations

Selected Awards

Architizer A+ Awards Jury and Popular Choice Winner, 2017

AIA Institute Honor Awards, Interior Architecture, 2016

AIA Chicago Honor Award, Interior Architecture, 2016

AIA Chicago, Distinguished Building Citation of Merit, 2016

✓ **Completed on time and within budget.**

Client

Michael Halberstam, Co-Founder & Artistic Director
Writers Theatre
325 Tudor Court
Glencoe, IL 60022
T: +1 847 242 6009
E: mhalberstam@writerstheatre.org

Contractor

Richard Davey, Project Manager
W.E. O'Neil Construction
1245 West Washington Boulevard
Chicago, IL 60607
T: +1 773 244 6088
E: rdavey@weoneil.com

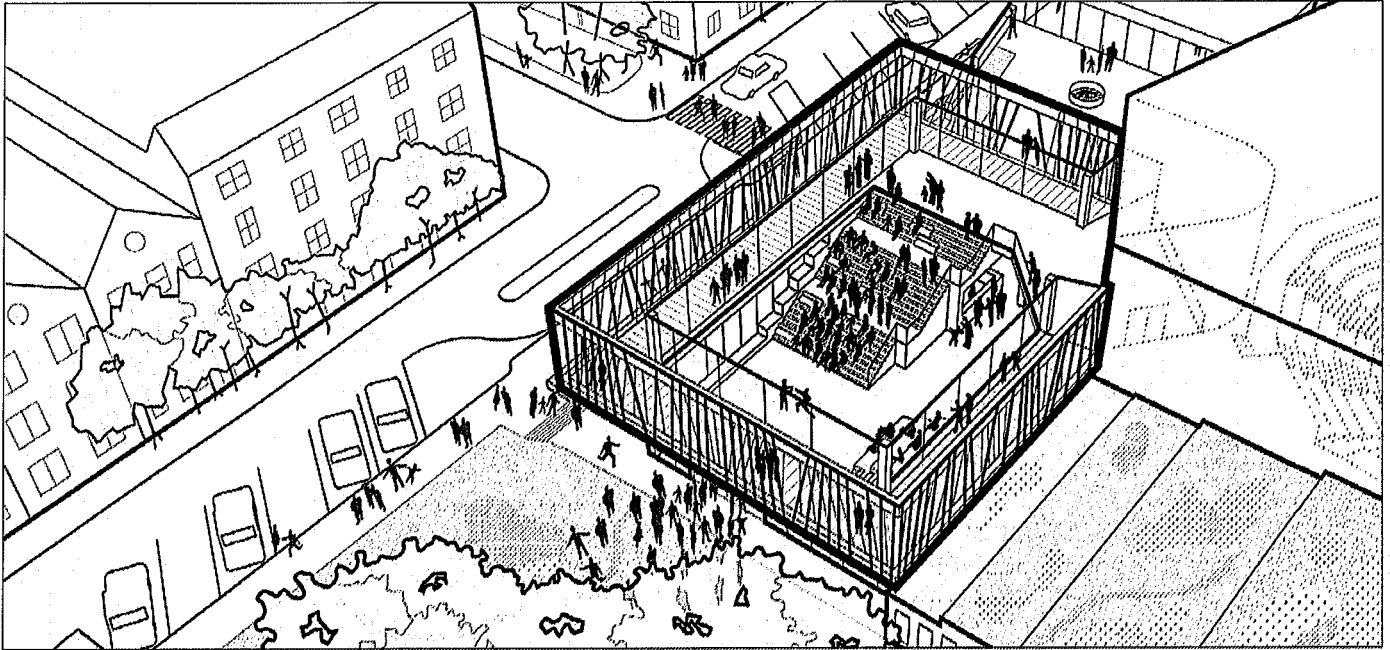
Design Team Roles

Jeanne Gang, Founding Principal
Mark Schendel, Managing Principal
Margaret Cavenagh, Interiors Principal
Paige Adams, Interiors
Mauricio Sánchez, QA/QC

Budget \$21,000,000

Final Construction Cost \$28,000,000

Cost per Square Foot \$777/sf



The public lobby serves as a community center, accommodating educational outreach, audience enrichment, informal performances, and celebrations.

Studio Gang worked closely with the client, structural engineering team, timber specialists, and fabricators through an intensive research, design, and prototyping process (picture at right) to arrive at a bespoke structural solution—a flared joint, or “cat’s paw”—that requires no mechanical fasteners or glue to hang and secure the canopy in place. This feature endows Writers Theatre with an iconic look, maximizing the theater company’s potential to grow its national reputation. Viewed at night, Writers Theatre glows from within, acting as beacon that energizes the daily life of its community.



While theaters are by default an energy-intensive building typology, the design team also undertook significant efforts to minimize the project’s energy consumption and maximize sustainability, working closely with sustainability and MEP consultants to develop creative strategies for energy reduction, including an inventive HVAC system that uses the concept of displacement ventilation.



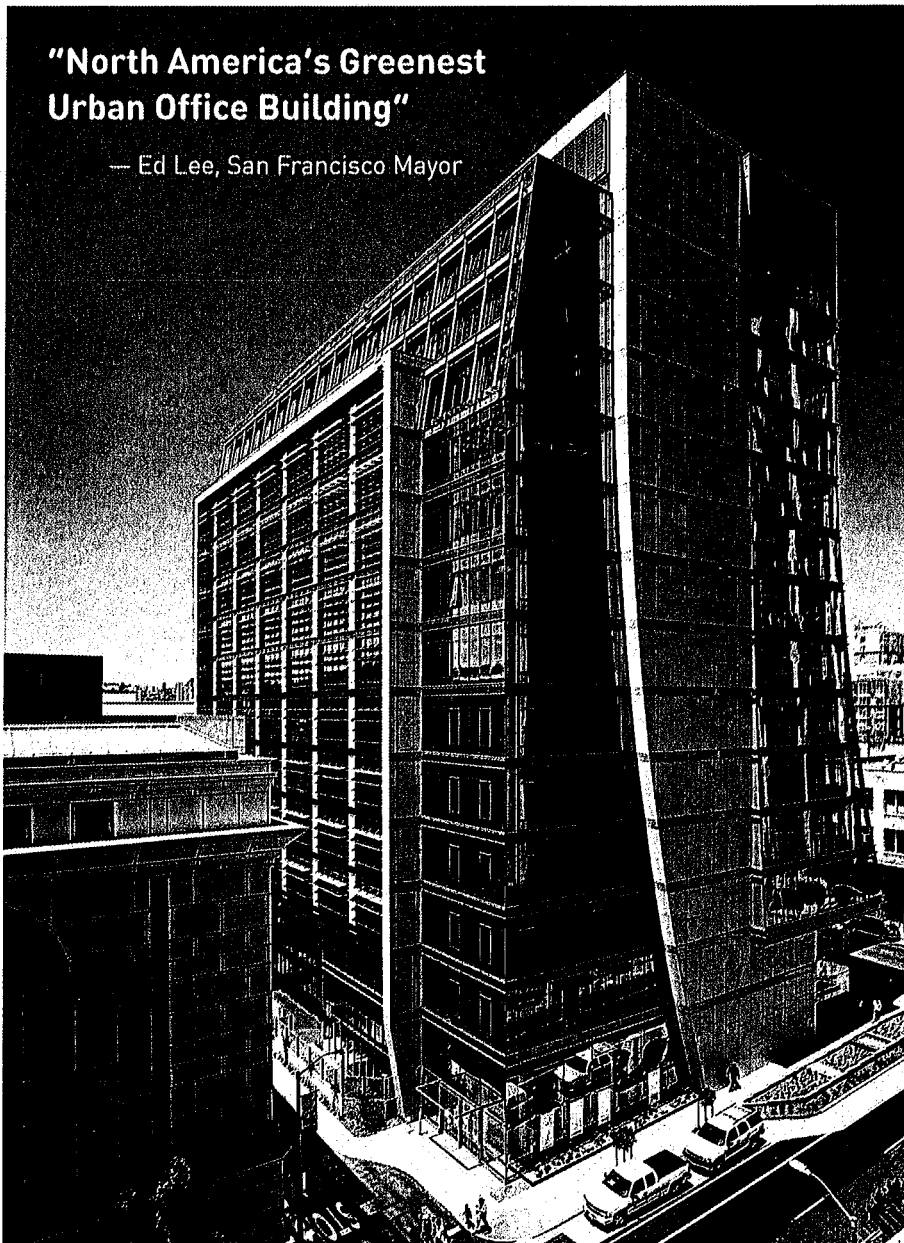
"...the finest piece of theatrical construction to be built in this country in the past decade."

— Terry Teachout, *Wall Street Journal*, 2016



Public Utilities Commission Building

LEED Platinum



The City and County of San Francisco embarked upon a rigorous building commission for a new administrative headquarters for San Francisco Public Utilities Commission at 525 Golden Gate Avenue. The program accommodates SFPUC's administration offices over a 13-story, 277,500 SF envelope. Situated on the northwest corner of the Civic Center, the new building clearly acts as the defining northwest edge to the large "urban room" formed by the structures of the Civic Center. The City elected to set high goals for achieving national recognition for leadership in sustainable and environmentally responsible building design.

Status Completed 2012

Location San Francisco, California

Size 277,500 SF | 13 stories

Special Features

- Unique Design—each facade relates to the neighborhood it faces
- Superior Seismic Safety—core contains innovative post tension systems that allow the entire structure to move and absorb energy during a seismic event
- Interactive Digital Arts Panorama in the lobby educates public on the PUC's mission
- 2 Ned Kahn Public Art installations—"Firefly" & "Rain Portal"
- 2 level childcare center

Awards

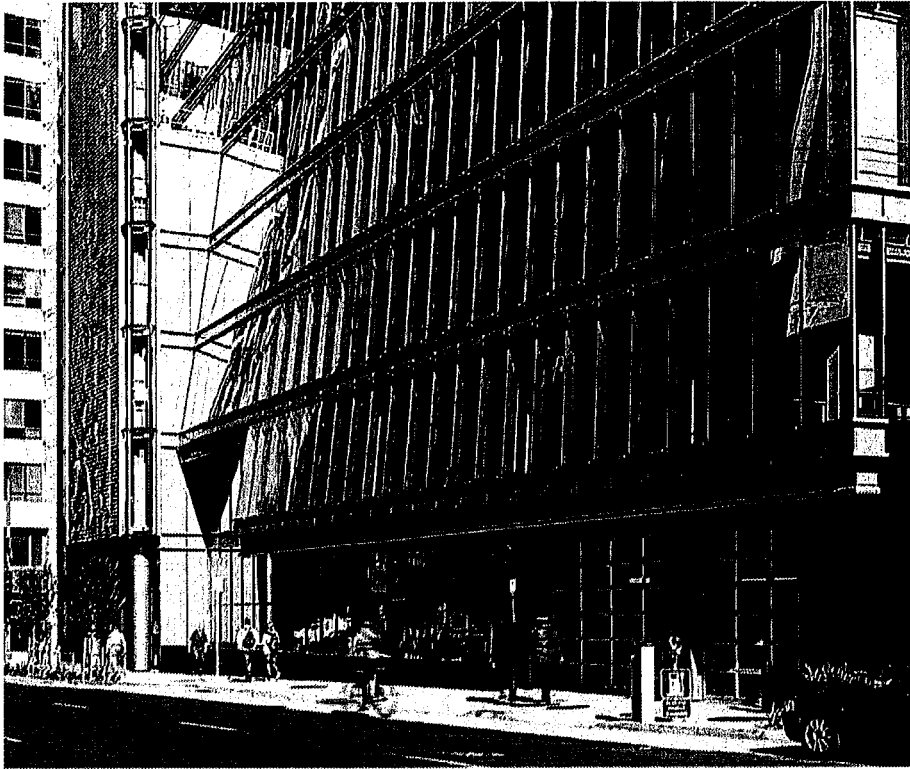
- 2013 AIA COTE Top Ten Green Projects
- 2013 SEAONC Excellence in Structural Engineering, Award of Merit: Sustainable Design
- 2013 NCSEA Excellence in Structural Engineering, Outstanding Project Award: New Buildings Over \$100M
- 2013 PTI Excellence in Post-Tensioning Applications; Award of Excellence
- 2012 American Concrete International Construction Awards, Construction & Green/Environmental categories
- 2012 Engineering News Record, California's Best Projects, Award of Merit, Green Project
- 2010 AIASF Integrated Project Delivery Citation
- 2010 AIASF Excellence in Unbuilt Design Citation

Sustainability Criteria

The City & County of San Francisco set high goals in sustainable and environmentally responsible building design and achieving a 30-year life-cycle performance.

The new SFPUC building exceeds LEED® Platinum certification and features:

- Photovoltaics (PVs)
- Raised Floor
- Recycled Materials from demolition of existing building
- Wind Turbine Tower & Wind Turbines on Roof
- Water Recycling Plant on Site
- Rainwater Harvesting
- Passive Exhaust
- Maximized Glazing
- High Performance Glass
- Operable Windows



✓ Completed on time and within budget.

Client

Edgar Lopez
Deputy Director for Buildings & City
Architect,
City/County of San Francisco Public
Works
T: 415-557-4675
E: edgar.lopez@sfdpw.org

Contractor

Matt Rossie
Project Lead, Webcor Builders
E: MattR@webcor.com
P: (650) 823-5714

Design Team Roles

Ryan Stevens, Director of Design
Tom Turkington, Project Manager

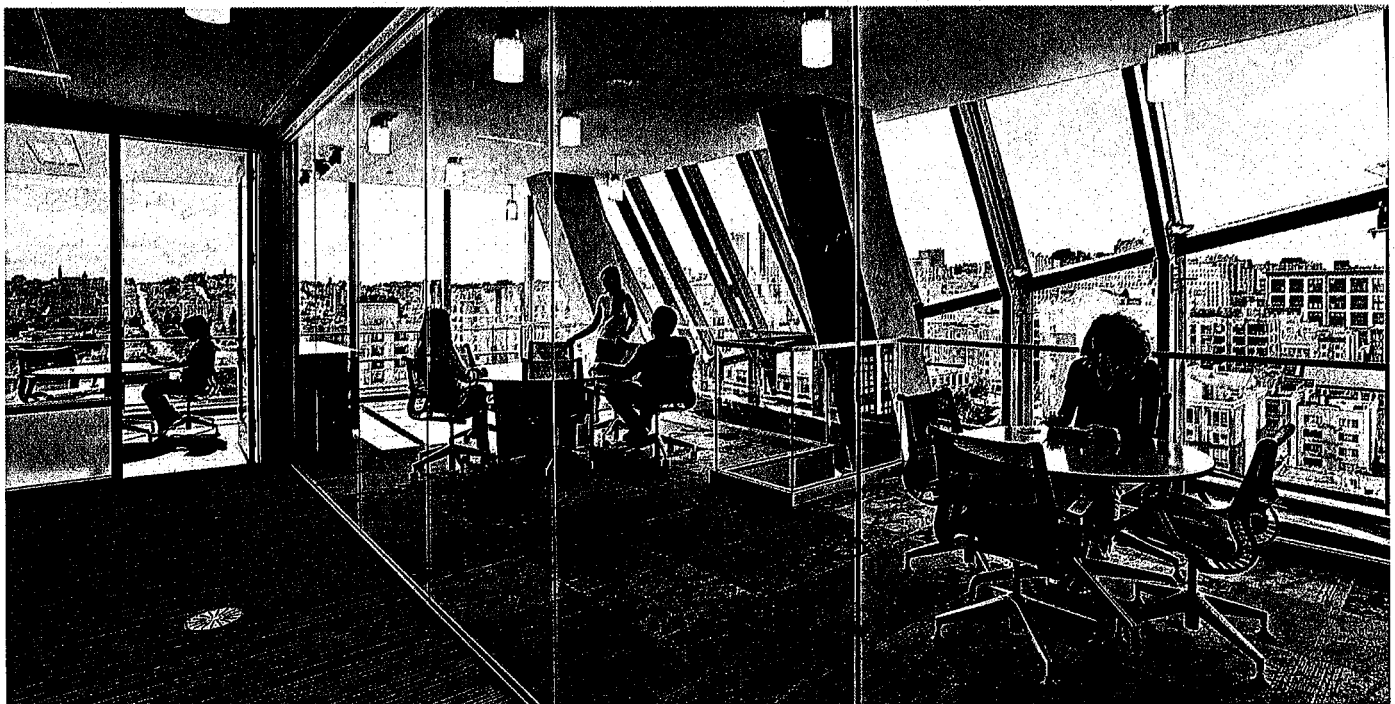
Budget \$149.4

Final Construction Cost \$146.5 million

Cost per Square Foot \$527

Change Order Percentage N/A - project
delivered with guaranteed Maximum
Price (GMP)

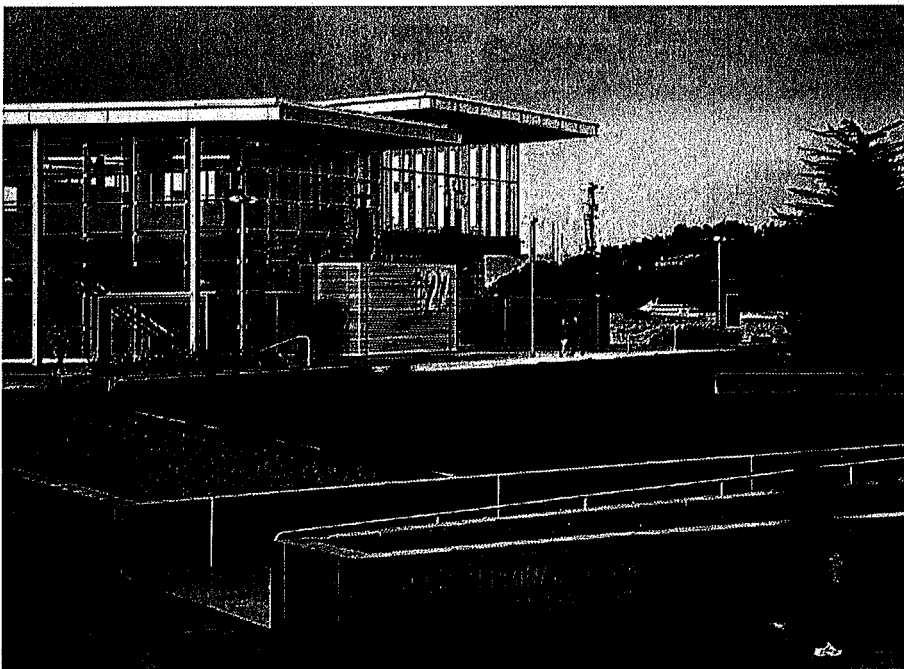
The curved facade helps to direct strong
northwest winds through the Wind Turbine Tower.



The floor plans and exterior design are organized to maximize exterior views,
increase natural daylighting and ventilation. Maximizing daylight harvesting
saves electricity. Light shelves bounce daylight deep into the plan while shading
substantial portions of the glazing.

Cruise Terminal at Pier 27 & Plaza

LEED Gold



The Joint Venture of KMD Architects-Pfau Long Architects served as the headquarters and viewpoint for the America's Cup Races on San Francisco Bay in 2013 following the completion of Phase 1. Sheathed in corrugated aluminum, the elegance of the design can be found in the details. Signaling a new generation of waterfront development for San Francisco, the monochromatic LEED Gold certified building features a minimalistic glass and metal facade, with an airy interior and stunning views of the Bay and San Francisco. Equipped to manage security protocols similar to an airport, the ultimate function of the building is to welcome and service huge, three-thousand-plus passenger cruise ships.

Status Phase 1 completed 2013,
Phase 2 completed 2014
Location San Francisco, California
Size 91,000 SF

Special Features

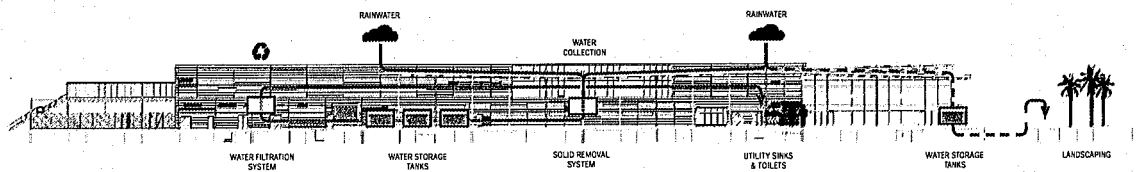
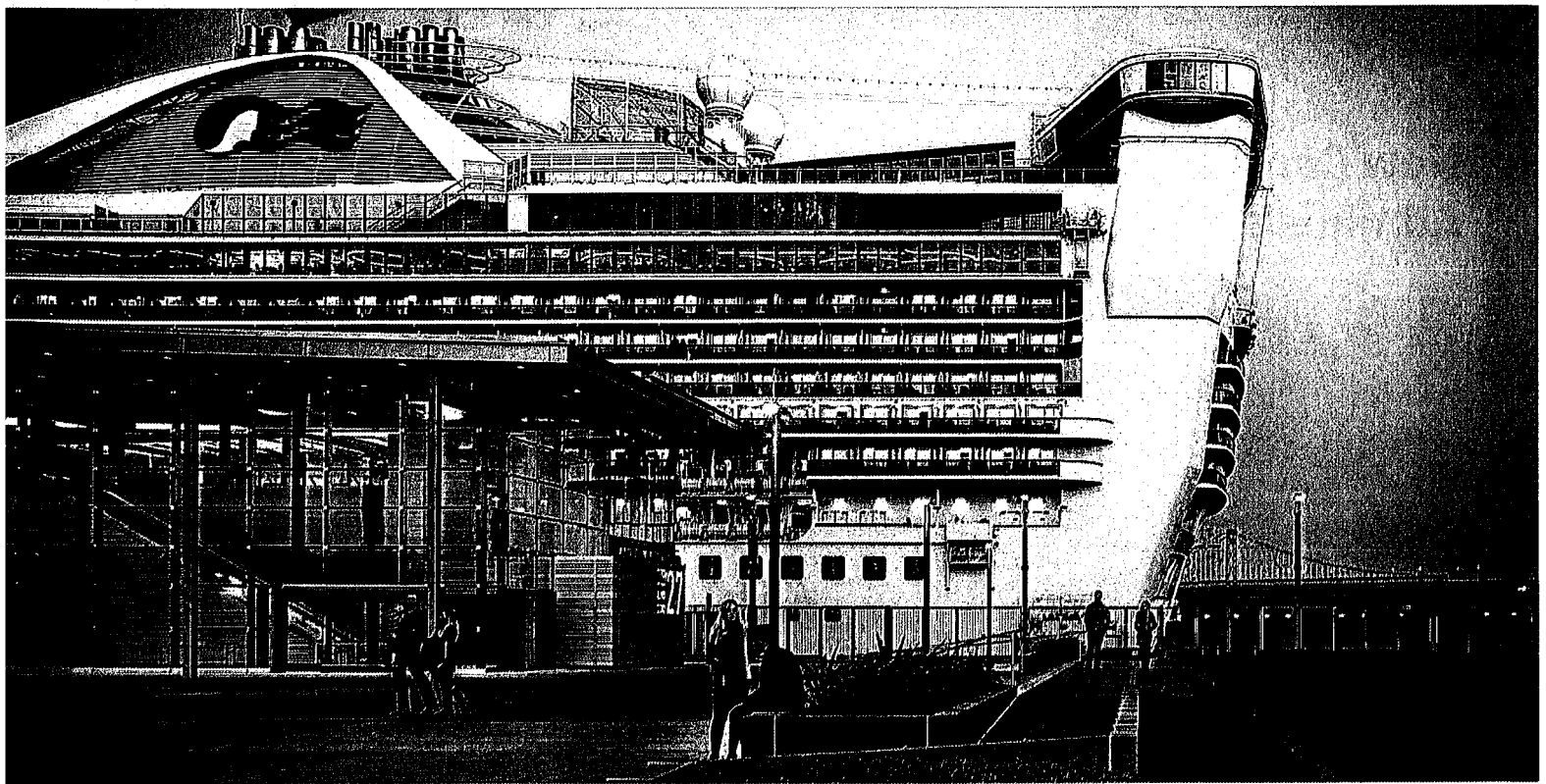
- Features Public Plaza & Park
- Served as the headquarters and viewpoint for the America's Cup Races in 2013
- Includes Customs & Border Protection (CBP) Office Suite with Secondary Processing Area

Awards

- 2015 AIA Miami Merit Award for Projects over 50,000 SF
- Port of the Year Finalist Commendation from Seatrade
- San Francisco Business Times 2015 "Best Public Infrastructure" Award
- SPUR's "Good Government" Team Project Award - For managing, designing, financing and project implementation to create a LEED-certified, world-class cruise terminal.
- Outstanding Airports & Ports Project by San Francisco American Society of Civil Engineers (ASCE)

Sustainability Criteria

- Diverted more than 75% of construction waste materials from landfill
- A roof drain system that sends rainwater to storage tanks where it is used for flushing toilets & landscape irrigation
- Indoor plumbing fixtures operate 40% more efficient than existing code
- Landscape design resulted in more than 50% irrigation reduction compared to a mid-summer baseline
- Energy efficient building envelope, lighting & HVAC systems reduce energy needs by more than 18% compared to a mid-summer baseline
- Building materials composed heavily of recycled, regional & Forest Stewardship Council certified wood
- Materials selected for non/low-toxicity for adhesives, sealants, paints, coatings, flooring systems & composite woods



Rainwater is reused on-site for flushing toilets and landscape irrigation.

After disembarking the ship, travelers enter a spacious waiting room on the second floor from a one-of-a-kind, fully-accessible gangway designed in Sweden that can rise or fall 10 feet depending on tides. Once down the elevators, they are greeted by an open expanse of the terminal's front entry, marked with an art installation commemorating James R. Herman's legacy as former president of the International Longshoremen's and Warehousemen's Union. The main waiting and customs areas utilize moveable furniture, so that the terminal can also serve as a special and public event facility on non-cruise days.

Creative sustainable practices on this project included eliminating the use of harmful PVCs and harvesting rainwater in a five-tank, 42,000-gallon system for reuse.

The terminal is a hub of cruise activity, with a two-acre landscaped plaza for the public to enjoy providing pedestrian access to the water's edge as required by the San Francisco Bay Conservation and Development Commission's Special Area Plan for the San Francisco Waterfront. With multiple stakeholders, overlapping jurisdictional bodies, and active community groups, the project required a sophisticated approach to include many viewpoints to deliver a successful project.

✓ **Completed on time and within budget.**

Client

Kim von Blohn
Senior Project Manager
Port of San Francisco, SF Public Works
(415) 274-0585 | kim.vonblohn@sfport.com

Contractor

Tina Smith, Project Executive
Turner Construction
(408) 640-6313 | tsmith@tcco.com

Design Team Roles

Ryan Stevens, Director of Design
Kavinder Singh, Executive Oversight
(pre-KMD, with Turner Construction)

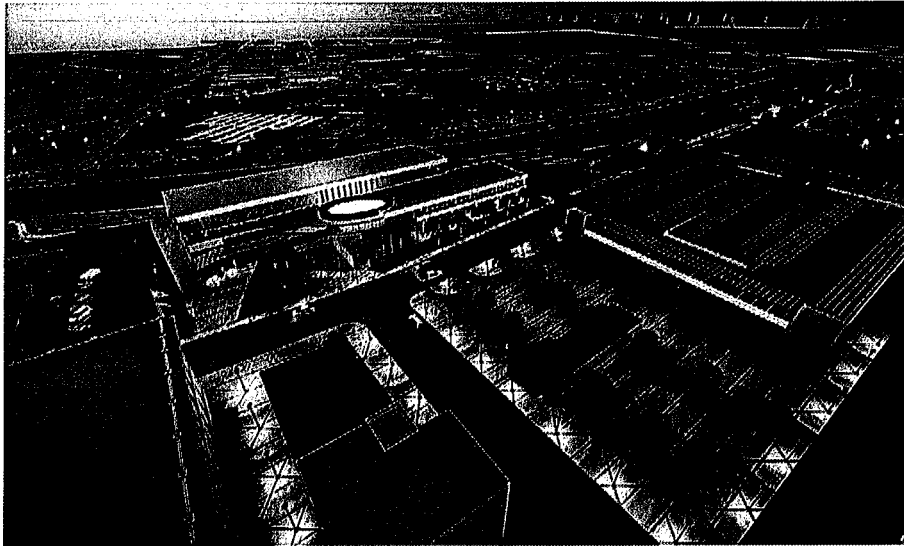
Budget \$80 million

Final Construction Cost \$80 million

Cost per Square Foot \$879

Change Order Percentage N/A - delivered as a Guaranteed Maximum Price (GMP) project

New Contra Costa County Administration Building



This new County Administration Building and Master Plan in the City of Martinez houses several County divisions. The design blends the civic character with a warm and welcoming atmosphere that enhances the experience of users and visitors.

The project involves the master planning and strategic phasing of several blocks in downtown Martinez to include a 300 stall parking structure and civic plazas carefully designed to bring cohesion and better flow to the government district. The placement and orientation allows the new building to form a visual bookend at the northern end of the Civic mall. The building lobby and Board Chamber are placed directly off the plaza thereby enhancing its function as a civic amenity and gathering space.

KMD's scope includes programming, design development, accessibility compliance, bids for construction administration, and facilitating and attending stakeholder and community outreach.

Status In Design Phase,
2019 est. completion
Location Martinez, California
Size Building gross area projected at 82,000 GSF

Special Features

Included in the scope is the re-use of the 1904 Old Jail and demolition of the connecting 1940s Annex structure with the possible addition of a new circulation core of about 500–600 GSF per floor.

Sustainability Criteria

- LEED Silver
- 20% reduction in energy use goal
- 40% reduction in water use goal
- Building product disclosure & optimization

✓ **On track to be completed on time and within budget.** Currently on schedule

Client

Contra Costa County
Eric Angstadt, Chief Assistant County Administrator, Capital Facilities
(925) 335-1009 |
Eric.Angstadt@cao.cccounty.us

Contractor

TBD (still in Design Phase)

Design Team Roles

Ryan Stevens, Director of Design
Lari Diaz, Senior Planner

Budget \$49.5 million

Final Construction Cost TBD
(still in Design Phase)

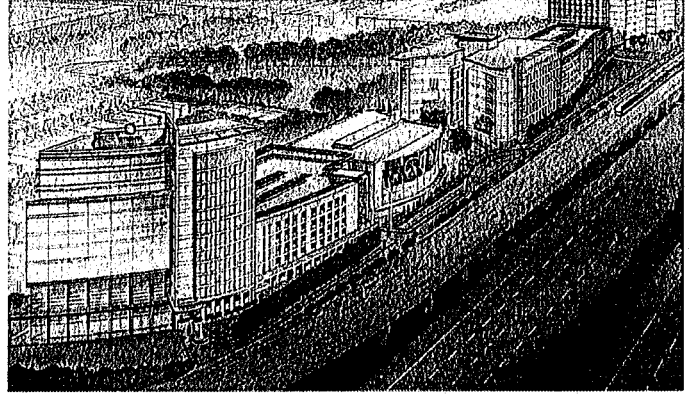
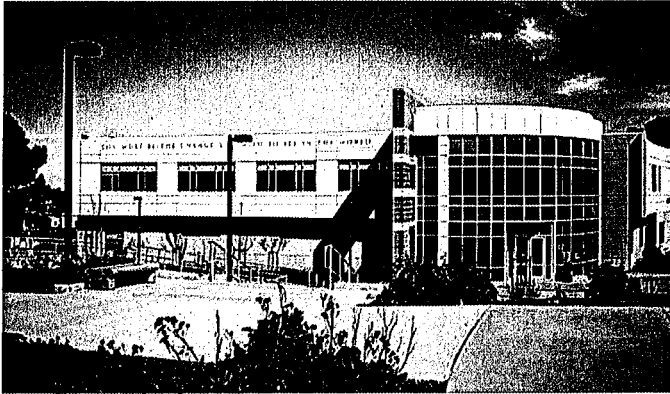
Cost per Square Foot \$600 est.

Change Order Percentage TBD
(still in Design Phase)

A detailed architectural rendering of a modern, multi-story office building. The building features a prominent corner with a series of cantilevered floors, creating a dynamic, stepped profile. The facade is composed of large glass panels and dark structural elements. The building is situated on a city street corner, with a street sign indicating '525'. Pedestrians and a car are visible at the street level, providing a sense of scale. The sky is a clear, light blue.

6.05 San Mateo County Experience

KID completed the new headquarters for the San Francisco Public Utilities Commission (PUC) in San Francisco, CA. The design team worked with the City and County of San Francisco to incorporate innovative sustainability ideas at every step. From a comprehensive wind study to designing the window panels to include embedded solar panels. With space for up to 1,500 employees, the building at 525 Golden Gate was another "North American Greenleaf design, Office Building" by San Francisco Mayor Ed Lee when it opened 2007.



Over the past four decades KMD Architects has undertaken many successful projects for San Mateo County, as well as with other public entities and private owners within San Mateo County.

Skyline Community College Student Center & Science Annex

San Bruno, CA

Above, left: KMD collaborated with K2A to program, plan and design the new Student Center and Expansion of the Sciences Teaching Facility, thereby creating a new main entrance to the campus. For the San Mateo County Community College District. Team Members: Lari Diaz, Ryan Stevens

San Mateo County North County Clinic

Daly City, CA

KMD programmed, planned and designed the satellite primary care and mental health clinics within a three-story building and two-level parking ramp. The clinics enter from two streets and form a bridge between the formality of the Daly City Civic Center and the surrounding neighborhood.

San Mateo County Hospital

San Mateo, CA. KMD was retained to evaluate all County Health Facilities, and develop a comprehensive master plan for the replacement of acute care services within the older San Mateo County Hospital site.

San Francisco County Jail #5

San Bruno, CA

KMD planned and designed the new County Jail, built under a Design-Build project delivery contract. Team Members: Ryan Stevens

Belmont Police & City Hall

Belmont, CA

KMD completed programming and design, and prepared bridging documents for the Design-Build Competition for this civic project.

Kaiser Permanente Behavioral Health Clinic

Daly City, CA

KMD is currently planning and designing a new Behavioral Health Clinic to serve San Mateo County members, within an existing commercial building in the greater San Bruno area. Team Members: Lari Diaz, Ryan Stevens

Mills & Peninsula Hospitals

San Mateo, Millbrae, CA

KMD completed two campus facility assessments and master plans for replacement hospitals at both campuses, in response to State Seismic Regulations ushered in by Senate Bill 1953. KMD also designed the new Medical Office Building on the San Mateo campus.

Pacific Plaza Master Plan

Daly City, CA

Above, right: KMD completed a master plan for this mixed use destination along Junipero Serra Boulevard, just south of the Daly City BART Station. KMD was also the designer and Architect of Record for the largest office building within the complex.

Seton Medical Center

Daly City, CA

KMD prepared an extensive facility assessment and campus master plan to create a new Heart Center, expand the hospital and plan for compliance with new State Seismic Regulations. KMD also served as architect for Professional Building Number 2, to the north of the hospital.

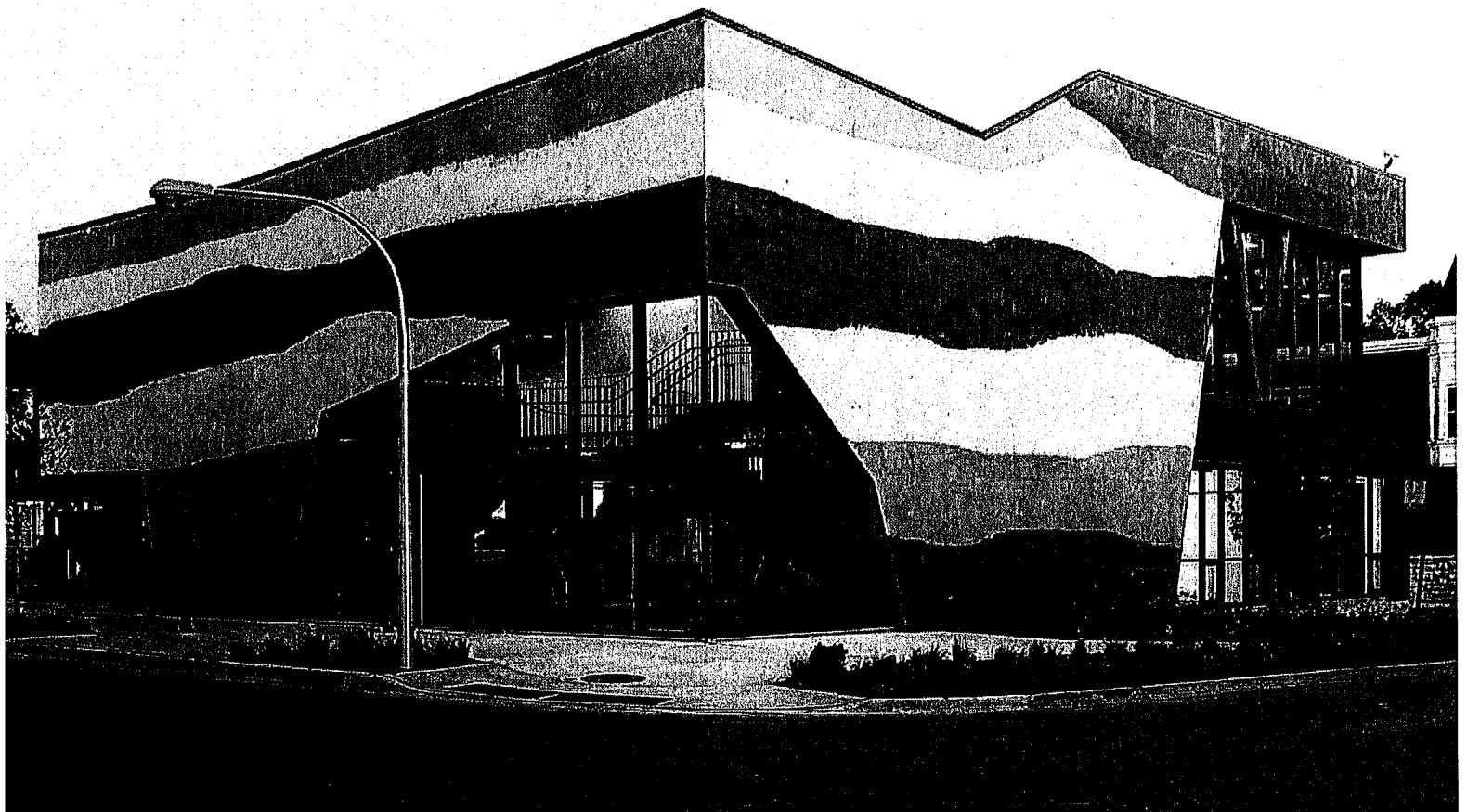
Sequoia Hospital District

Redwood City, CA

KMD prepared a facility assessment and campus master plan for redevelopment of this hillside campus. KMD was Architect of Record for a new Hospital Lobby, Outpatient Surgery Recovery Center, Birthing Suite, MRI Building and parking structure, off campus.

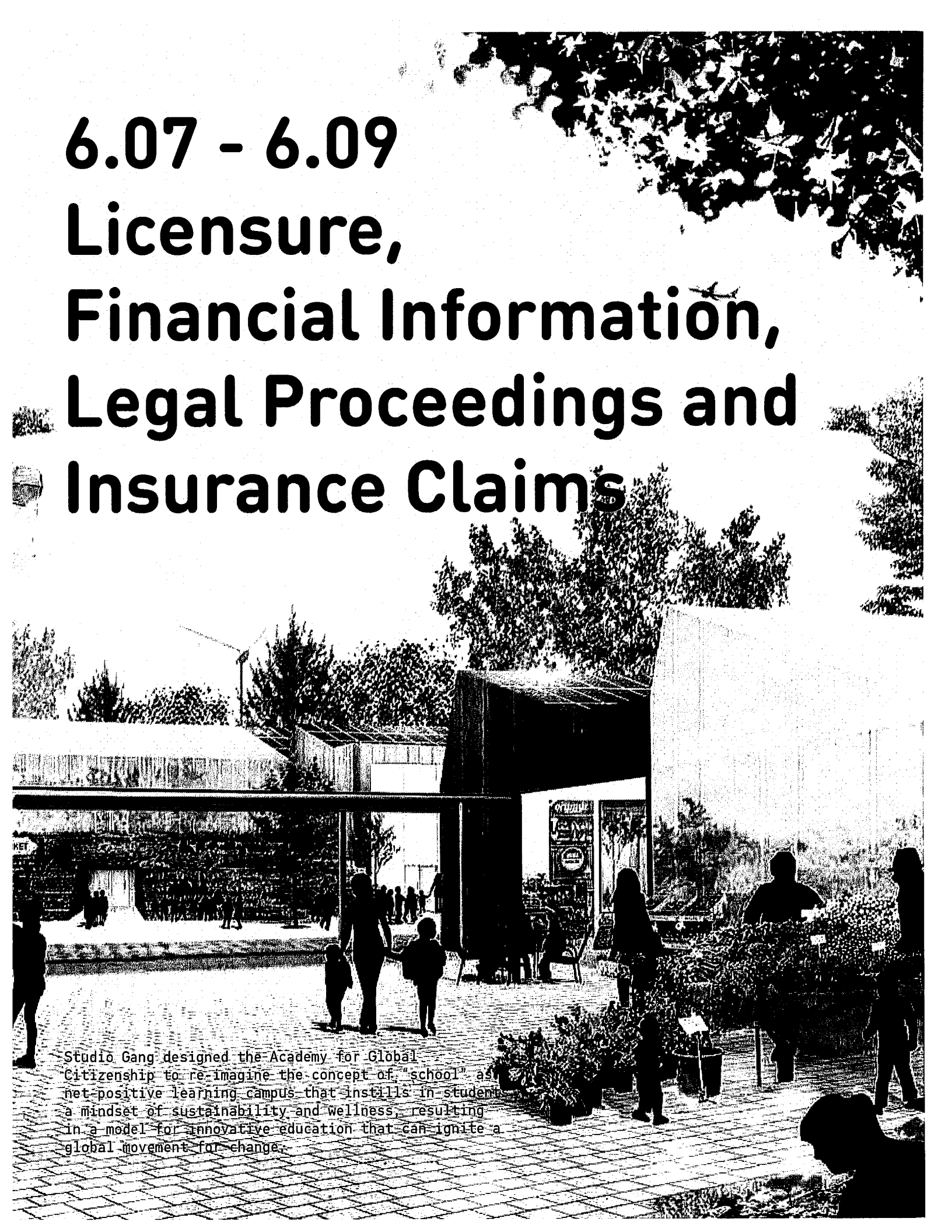
6.06 Cost Effective Design

Studio Gang's Lavezzorio Community Center (completed 2008) acts as the central hub of SOS Children's Village Chicago, combining social services and neighborhood amenities under one roof. With its limited budget, contributions and in-kind donations were necessary to complete the building. Studio Gang integrated material donations into the design, revealing successive concrete pours into 'strata' on the exterior wall. Inside the center, multifaceted, naturally lit public spaces encourage a range of learning opportunities and social interaction.



Selected Relevant Projects	Site Area (SF)	Program Area (SF)	Hard Cost Construction Budget at Proposal	Soft Costs	Cost Estimate at Design Completion	Final Bid Amount
University of Chicago Campus North Residential Commons	195,351	231,107	\$138,436,055	\$9,556,267	(See final bid amount)	\$154,192,100 (GMP contract sum)
A two-way radiant heating slab system allows for efficient mechanical heating and cooling systems operations that conserve energy and reduce costs in unprecedented ways. The radiant slab systems react to the outdoor environment by varying orientation throughout the day. Occupants are able to adjust their own interior environments to rely on outside air from fully operable windows protected by custom, aluminum grilles. Built-in sensors identify which rooms are operating with natural ventilation in order to selectively shut off mechanical systems and conserve energy. Consumption statistics are displayed in real time at communal spaces, underscoring a collective understanding of environmental impact to actively promote discourse on sustainability and grow students into future stewards of the environment.						
Folsom Bay Tower	68,222	698,444 gsf	\$238,000,000	\$4,959,500	\$260,000,000	\$260,000,000
Project is under construction. No change orders to date.						
40 Tenth Ave	23,541	117,657	\$41,179,950	\$1,200,000	\$41,210,105	N/A*
Project is under construction. Only one change order to date.						
*bidding in progress for many trades						
Pier 27	10 acres	91,000	\$80,000,000	\$8,500,000	N/A	N/A
The project exceeded its energy cost reduction goal with a performance of 23.77% energy cost reduction and lighting loads reduced down to 0.597 w/sf. The design also makes use of a large roof area to collect rainwater for use in flush fixtures and for irrigation, thereby reducing water use. 98.3% construction and demolition debris was diverted from local landfills by implementing on-site separated single material waste streams and setting high standards for subcontractors' waste disposal. <u>Change orders</u> were mainly for Gangway Pier Review, added shore power generators, and Fire Marshall-revised fire department connections						
William J. Carrol Solano County Government Center	2.78 acres	36,480	\$11,300,000	\$12,000,000	N/A held by D-B contractor	\$10,633,659
The Design-Build project team used "tilt-up construction" to meet the clients' fast schedule. Casting aside the potential design limits of this method, the design team developed a sophisticated and thought-provoking pattern on the facade and completed the project on time.						
San Francisco Public Utilities Commission	28,399	277,500	\$146,500,000	\$17,900,000	Set at GMP	Set at GMP
Designed to survive a Maximum Credible Earthquake (MCE) via an innovative structural system for earthquake resistance with vertical post-tensioned and self-centering building design.						
Fresno Juvenile Courts	11.3 acres	121,000	\$38,300,000		\$32,600,000 (CM Est.)	\$36,800,000
As a demonstration of a commitment to sustainability and energy efficiency, the project is part of PG&E's "Savings by Design" Program, uses chilled water storage to generate chiller water at low electricity rates, treats wastewater on-site, and uses the treated water for on-site irrigation. <u>Changes in scope</u> were mandated by State Grant funding management, which required County to revise design and resulted in an increase in fees.						
Mesa Justice Center	2.38 acres	93,000	\$28,500,000	N/A	N/A	N/A
One option selected as a consequence was to shell two of the courtrooms. The commitment to align scope and budget early on thus resulted not only in the delivery of the completed project on budget to the Court and the City of Mesa, but also a facility that would accommodate the future expansion needs of the Court.						
FEMA Headquarters	40 acres	295,000	\$39,000,000	\$1,400,000	\$30,000,000	Held by Contractor
Thid LEED-certified building employs state-of-the-art strategies in five areas: sustainable site development, water savings, energy efficiency, materials and resources selection, and indoor environmental quality. Energy efficient features include: a raised floor with an under-floor air distribution system; green roof; permeable parking surfaces; and bio-swale for rainwater collection. The project was a Silver Medalist winner in the 2009 Excellence in Government Awards Program.						

6.07 - 6.09 Licensure, Financial Information, Legal Proceedings and Insurance Claims

An architectural rendering of a modern campus. The scene features a paved courtyard with a grid pattern, surrounded by low-rise buildings with large windows and glass doors. Several people, including adults and children, are walking and standing in the courtyard. There are trees and plants in the background and foreground. The overall atmosphere is bright and open.

Studio Gang designed the Academy for Global Citizenship to re-imagine the concept of "school" as a net-positive learning campus that instills in students a mindset of sustainability and wellness, resulting in a model for innovative education that can ignite a global movement for change.

Studio Gang's Founding Principal, Jeanne Gang, FAIA, is licensed in California and will be acting as Director of Design (license no. 34329).

6.08 Financial Information

Qualifications for A/E Services

For Studio Gang Financial statements for the past three (3) years, please see separate, under seal documents.

Neither Studio Gang Architects nor any of our members have defaulted on a loan in the last five (5) years.

Financial Reference:

Neil Swoyer
Dell EMC | Dell Financial Services
T: +1 512 728 9376
E: Neil.Swoyer@Dell.com

Financial Reference:

Jeff Falconer, Vice President, Business Banking
BMO Harris Bank
3225 Kirchoff
Rolling Meadows, IL 60008
T: +1 847 870 2953
F: +1 847 870 0653



City Hyde Park reimagines the urban apartment building, bringing new options for living, recreation, and leisure to its full-block site. Its playful array of stacked concrete panels form columns, bays, sunshades, and balconies, offering multiple opportunities for residents to socialize, enjoy the outdoors, and connect to the surrounding neighborhood and city.

A. List and describe all current litigation involving the Respondent and the proposed staff (in their professional capacities) for the Project.

There is no current litigation involving the Respondent and the proposed staff (in their professional capacities) for the Project.

B. List and describe all litigation history for Respondent since January 1, 2010. Studio Gang has an enviable record regarding its litigation history.

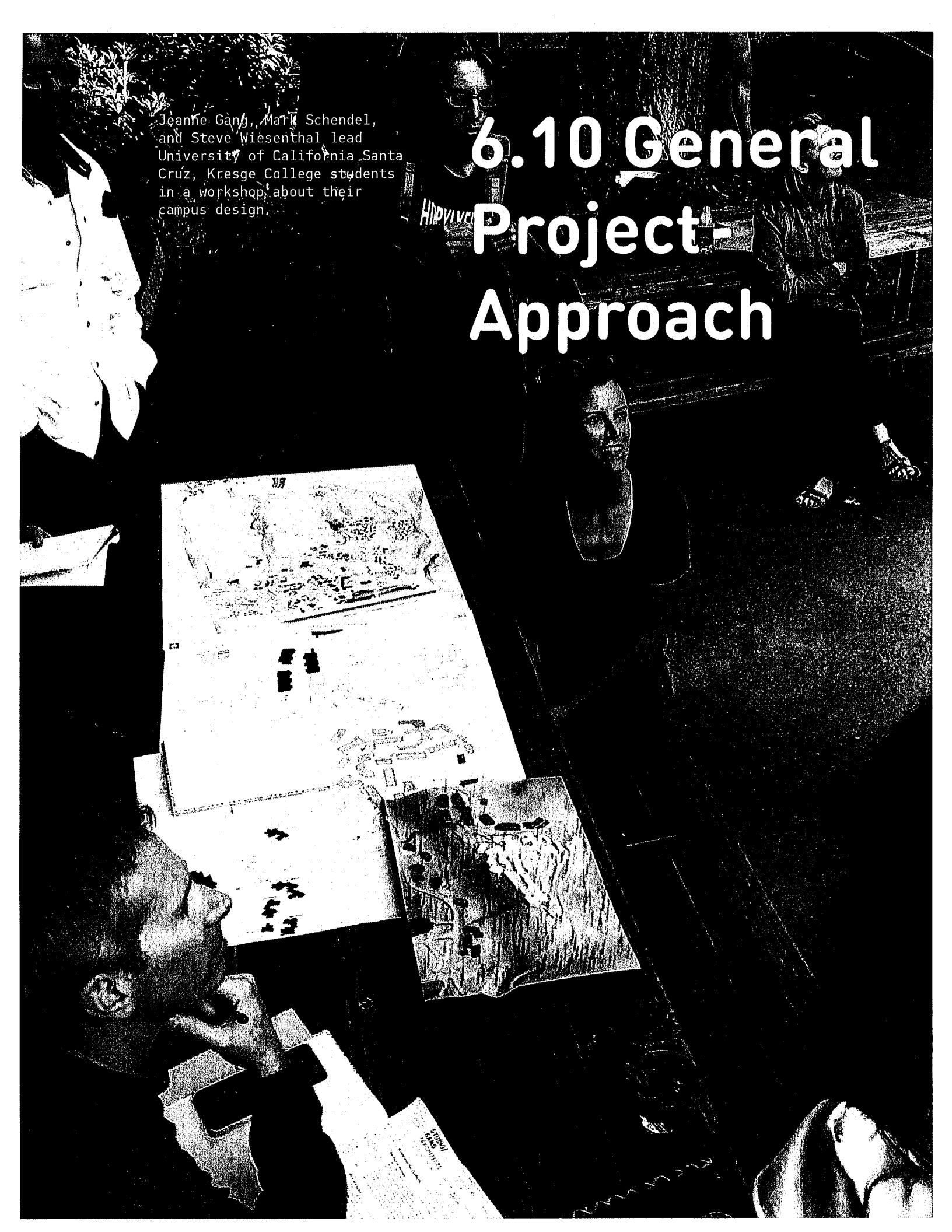
During the time period in question, we have not been involved in any judicial proceedings, either as a defendant or plaintiff.

We should note, however, one minor non-judicial incident stemming from an administrative oversight. In 2016, Studio Gang responded to an RFQ and was subsequently selected to provide architectural services on a project located in Arkansas. Arkansas law requires that certain business entities notify and ultimately procure a Certificate of Authorization from its State Board of Architects in order to offer and provide architectural services within Arkansas. The firm was aware of this requirement and, also in 2016, mailed the required form and fee to the Arkansas Board but failed to confirm that the form was received and that the Certificate of Authorization had been issued. In 2017, the firm entered into a voluntary Consent Decree with the Arkansas Board after learning that the paperwork had not been received and that the Certificate of Authorization had not been issued by the Arkansas Board. Studio Gang has complied with all terms stated in the Consent Order and has resolved this matter to the full satisfaction of the Arkansas State Board of Architects.

We are fully aware of and take very seriously our obligations in terms of individual licensure and firm authorization in states where that is required. As a result of our experience in Arkansas, we have reviewed and revised internal recordkeeping policies and procedures related to initial filings and renewals of state licenses and registrations for both individuals and the firm itself. In addition, we have engaged an outside consultant to work with us on our firm authorization requirements going forward.

C. List and describe claims against Respondent's Errors and Omissions Policies since January 1, 2010. "Litigation" includes, but is not limited to, actions in civil or criminal court, mediation, arbitration, and all other forms of dispute resolution.

During the entire period since January 1, 2010, there have only been two very minor claims, one of which was closed with no loss against the policy or Studio Gang. The second one hasn't ripened into an actual claim; nor do we expect it to. It involves a member of the public who accidentally slipped at a Studio-designed project, but based on all available information, we have no reason to believe that this accident will impact the Studio or our professional liability insurance policy. We fully expect that this will be resolved without any significant exposure under the insurance policy.



Jeanne Gang, Mark Schendel,
and Steve Wiesenhal lead
University of California Santa
Cruz, Kresge College students
in a workshop about their
campus design.

6.10 General Project- Approach



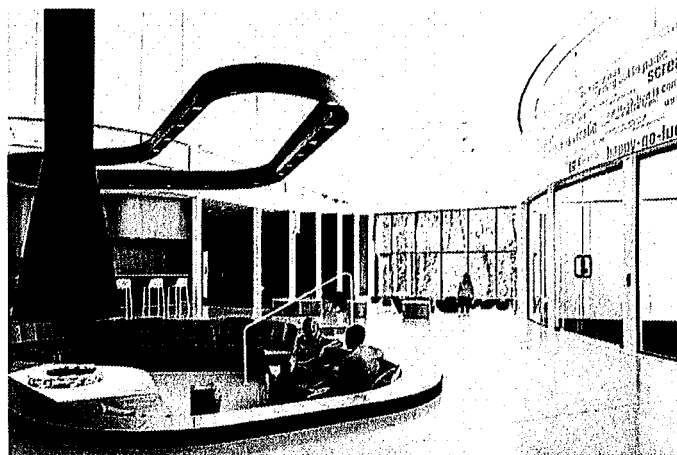
Studio Gang's Chicago River Boathouses brings the city to the water, creating opportunities for the public to engage with the river.

Studio Gang designs civic buildings and spaces that connect people with each other and the environment.

At Studio Gang, we are driven by actionable idealism, an approach that seeks to bring about measurable positive impact for people, communities, and ecologies. This is at the core of what we believe architecture can offer—and what the New County Office Building can offer to Redwood City and its citizenry.

From New York's Fire Rescue Company 2, to Chicago's riverfront boathouses, Studio Gang has endowed civic buildings and landscapes with unique places to not only meet the intended program purpose, but also provide opportunities for interaction and joy.

We have engaged KMD as our associate architect for the added experience with civic buildings that they bring to our team. KMD has a long history of serving many major public entities in the Bay Area and internationally. These include several projects for San Mateo County, Contra Costa County (current client), the City and County of San Francisco (current client), Santa Cruz, Santa Clara and Alameda Counties.



A centrally-located hearth at the Arcus Center for Social Justice Leadership encourages serendipitous encounters among visitors.

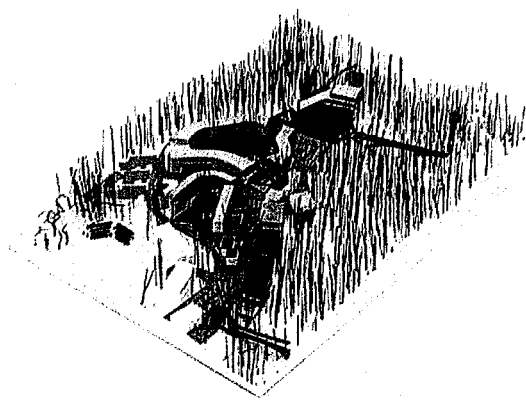
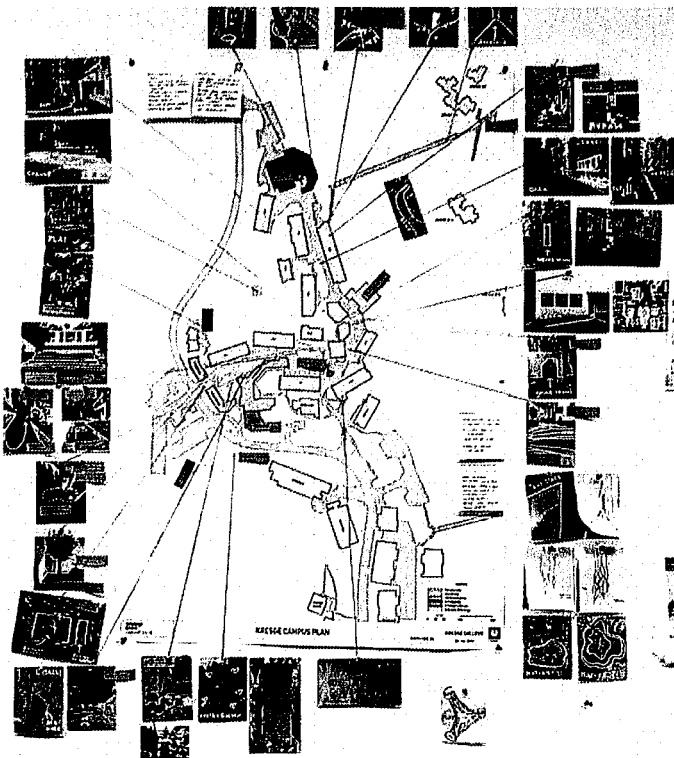
KMD's civic projects include administrative buildings, city halls, public safety facilities, court houses, correctional facilities and unique projects such as the Cruise Ship Terminal for the City and Port of San Francisco, and the San Francisco Public Utilities Commission Headquarters Building, considered among the greenest office buildings in an urban setting.

Management Approach: An Integrated Design Process

For the New County Office Building, Studio Gang will:

- Provide **improved access** for the County Seat and core County government functions.
- Optimize program and function to bring the best **long-term value** to the County and the public.
- Build **flexible, state-of-the-art Government and workplace environments** for the next 30 plus years.
- Create a **striking architectural identity** befitting San Mateo's County's entrepreneurial, tech-savvy, and environmentally aware citizenry.

Excellent design as practiced by Studio Gang is a uniquely integrated process of research, discovery, and collaborative decision-making. We are knowledgeable, coaching our entire team to join us in exposing opportunities hidden in the underpinnings of the design problem and in what we collectively know. Our process of design, shared and evaluated with you at regular intervals, is largely an act of serial-investigation, advanced through a deepening understanding of the problem, and narrowed toward singular vision through decisions that we make together with you. This integrated approach is based on team communication and trust. We are eager to work together with the County of San Mateo to establish the ideal engagement processes tailored to your organization and stakeholders.



Studio Gang's design process begins with a survey of existing materials and an in-depth investigation of users needs and desires. At UC Santa Cruz, Studio Gang's campus planning design team, led by Jeanne Gang and Steve Wiesenthal, met with students to discuss current design concepts. This feedback is then logged, mapped, and incorporated back in the Studio (above).

We propose that this begins in a straightforward way, by our taking the responsibility to:

- **Understand Who You Are:** Our team will work to truly understand your mission and purpose, your history, and your future goals.
- **Understand How You Work:** We will facilitate a process of meetings with your selected stakeholders throughout the design process, to understand your operations and programmatic needs.
- **Understand What You Have:** We understand that the New County Office Building can transform the entire San Mateo Government Center. We will analyze existing buildings, program, and traffic and visitor flow, identifying challenges and possibilities for a strengthened urban core.
- **Develop, Iterate, Create:** From the information gathered, we will create tangible concept options. Throughout an iterative design process we will progressively create a design that is broadly relevant and inspirational, yet uniquely belonging to Redwood City.

A Seamless Collaboration

Studio Gang's collaboration with KMD will deliver the project seamlessly, as one team. As the Architect of Record, Studio Gang will assume the overall management responsibility from beginning to end.

Project Architect Vincent Calabro will be your point person to communicate between the County and the Design team and all the consultants, assisted by KMD Project Manager Tom Turkington. Tom and Vincent's dual presence in San Francisco will ensure expedient responses. While Studio Gang will remain actively engaged for the duration, KMD will take a

larger role during Construction Documentation and Construction Administration. Executive leadership by Mark Schendel and Steve Wiesenthal at Studio Gang and Kavinder Singh at KMD will assure smooth and successful project delivery through all phases.

Project Initiation

The success of the New County Office Building requires that the Design Team introduce procedures as well as a clear definition of anticipated involvement by County Staff and stakeholders. We would like to begin with a series of workshops to bring together the various stakeholders to articulate the vision for the project, understand the community's aspirations, and for us to create an overall master schedule that includes feedback and buy-in from leadership. This is also the Design Team's chance to introduce themselves to the community, convey our design approach, and set expectations. We believe these workshops to be very important to set the direction of the project.

At the end of these workshops we will publish the project vision and goals, design aspirations, a master schedule with critical milestones, a breakdown of roles & responsibilities with a decision making tree, project contact lists and communication protocols.

User Group Meetings

Following the project kick-off workshops, user-group meetings will be scheduled and incorporated into the detailed work plan. By understanding workflow, adjacencies, and needs of the future workplace, our team can create space diagrams and confirm the program.

Project Budget

It is absolutely critical that our team spends time with the County management upfront to understand all elements of the project budget (not just the construction budget) and budget management. With our Cost Estimator, we will develop a comprehensive 'Cost Model' which, once approved, will become the 'Target Budget' to guide design decisions. This Cost Model will eventually take on the form of a detailed estimate that will be updated regularly. The County's CM/GC will be a valuable partner in this effort.

Design/Documents Delivery and Management

The design process will primarily take place in Studio Gang's Chicago and San Francisco offices as well as KMD's local office, and on site in San Mateo when

beneficial. We strongly recommend the presence of San Mateo County in this initial process. We will jointly agree to BIM strategy and specifications early on to ensure seamless flow of information to trade contractors, improving delivery efficiency.

Project Steering Committee

We recommend forming a steering committee composed of senior leaders from the County, CM/GC, Studio Gang, KMD and representation from key user groups. This committee should meet monthly to evaluate the project progress and ensure that project objectives are being met.



Every Studio Gang project has a dedicated project table, library, and bibliography, intended to inform the wider team and manage information.

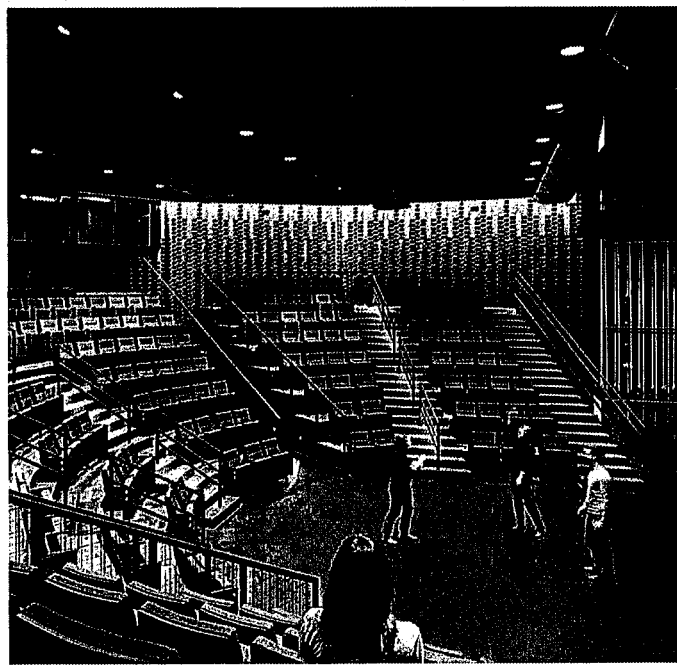
Iterative Option Making

As we create design concepts, we will begin an iterative process of option making and feedback. Our process is based on testing solutions that address constraints and goals in purposefully different ways, to show our clients a variety of possibilities whose degree of success can be used as a sort of divining rod toward what the best fit will be.






















Our creativity arises from solving for constraints of all types, and we expect San Mateo County will be no different in revealing influences both expected and emergent. Essential to our relationship, you will be integral to this iterative option making process, providing feedback and ideas, advising the design team regarding unknown synergies or roadblocks, and assisting Studio Gang in reviewing aspects of the project with the appropriate internal and external stakeholders.

To accomplish this, we envision a series of regular, in-person meetings surrounding specific aspects of the project and including the appropriate County representatives and design consultants. Preferred options will be tested through all filters of performance; adherence to vision and functionality, sustainability impact, cost and constructibility feasibility, and so on.

At each stage of the project, we will work together to make wise decisions and move forward in a clear and direct way. In our experience, this is one of the most challenging things for institutional clients to manage, and therefore we propose to manage it for you in two complementary ways: **informed and timely decision-making.**



Writers Theatre Founder and Artistic Director Michael Halberstam was central to the project, from concept through completion. Michael and Jeanne explored different scenographic configurations that maximize intimacy between actors and audience, and deliver an immersive experience.

 Beer Production	 Construction Cost	 Land Cost	 Water	 Wastewater	 Energy	 Tankering	 Operational Efficiency	 Public Space	 Connections	
Target BBL/YR	2017 Expansion + 2020 Expansion Total Overall Cost		Water:Beer Ratio	Wastewater:Beer Ratio	Energy Use & Energy Cost	Tankering CO2 emissions	Beer Loss Reduced by Increased Efficiency	Experiential Program	River Frontage	Public Transit
70,000 BBL	-	-	11.5:1	7.5 Bbl/BBT Bbl \$3.90/BBT Bbl (FY2015 Average MWRD Rates: \$0.02/gallon)	137 kWh/BBT Bbl \$5.30/BBT Bbl (FY2015 Average Rates: \$0.095/kWh & \$0.42/therm)	10,500 lbs. CO2 emissions/yr 16 trips/day, 4 miles/trip, 3.2 tons cargo/ trip Truck emission factor - 0.3725 lbs CO2 /Ton-Mile	75%	1,800 SF 	0 FT	
152,000 BBL 500,000 BBL	\$63M Initial capex \$405M Corbett \$468M total \$940 / BBL added \$950/sf	No New Land	9:1	6:1 Bbl/BBT Bbl \$3.10 /BBT Bbl \$122,000 Saved/YR	Assuming a 5% reduction in annual energy use relative to current metered data. 130 kWh/BBT Bbl \$5.20 /BBT Bbl \$21,000 Saved/YR	26,000 lbs. CO2 emissions/yr 1,000 SF PV Array would be needed to offset CO2 emissions	75%	1,800 SF 	0 FT	
152,000 BBL 500,000 BBL	\$96M Initial capex \$405M Corbett \$501M total \$1,432/BBT added \$869/sf	~\$1M/10 yr	9:1	6:1 Bbl/BBT Bbl \$3.10 /BBT Bbl \$194,000 Saved/YR	Assuming a 10% reduction in annual energy use 123 kWh/BBT Bbl \$4.90 /BBT Bbl \$100,000 Saved/YR	42,000 lbs. CO2 emissions/yr 1,800 SF PV Array would be needed to offset CO2 emissions	75%	1,800 SF 	0 FT	
177,000 BBL 500,000 BBL	\$117M Initial capex \$405M Corbett \$522M total \$1,419/BBT added \$791/sf	~\$4M/10 yrs + ~\$16.6M/10 yrs	8:1	5:1 Bbl/BBT Bbl \$2.70 /BBT Bbl \$194,000 Saved/YR	Assuming a 15% reduction in annual energy use intensity 116 kWh/BBT Bbl \$4.60 /BBT Bbl \$207,000 Saved/YR	52,000 lbs. CO2 emissions/yr 2,200 SF PV Array would be needed to offset CO2 emissions	80%	1,800 SF 	0 FT	
170,000 BBL 330,000 BBL 500,000 BBL	\$157M Phase I \$249M Phase II \$405M total \$868/BBT added \$528/sf	New Land Purchase ~\$19M	4.5:1	3:1 Bbl/BBT Bbl \$1.50 /BBT Bbl \$2,000,000 Saved/YR w/ onsite wastewater treatment	Assuming a 25% reduction in annual energy use intensity 102 kWh/BBT Bbl \$4.10 /BBT Bbl \$617,000 Saved/YR \$700,000 Saved/YR w/ 700 kW PV Array	No Tankering needed \$600,000 Saved/YR	85%	40,000 SF 	1000 FT	 

BBT Bbl = barrel of beer (bottled)
Bbl = barrel

An example decision matrix toward site selection for a craft brewing company.

Informed Decision Making

Through dealing with complex and layered projects, Studio Gang has become accustomed to both tracking and examining variables of different possibilities, and also to packaging complex information in concise and understandable formats. We have found that success for all parties depends upon wise decision making, and we are confident in our ability to communicate information and options with you clearly and concisely, toward project advancement.

As we proceed with you into schematic design and design development, we will continue to provide clear assessments of options and impacts, so that early

decisions are considered for their future impacts. We have learned that good early decisions are the least expensive decisions for the project, and we want you to make them well.

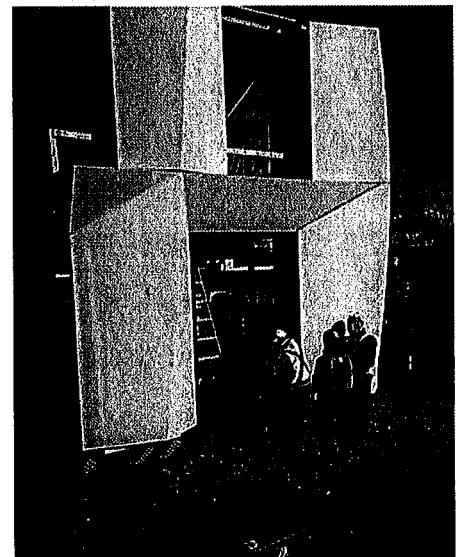
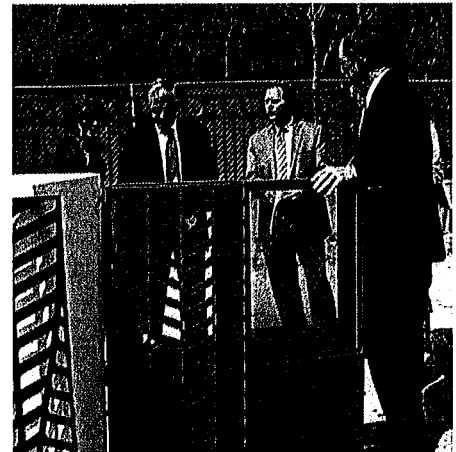
In construction documentation, we will work closely with our team of experts to assure that the translation of your vision is thorough and complete, including builders and manufacturers, to track life cycle cost, construction feasibility, and overall project performance.

Timely Decision Making

The second part of managing decision-making is ensuring that decisions are made at the right time for the project. This means not only a thoughtful and informed schedule, but also management of the process to give stakeholders the proper time and prompts to keep the project moving.

In other words, we will help you to make decisions in a timely way, without surprises or uncomfortable pressure, by forecasting decisions on the critical path and holding all parties accountable to them.

We do this by managing the process at every step. Below is a series of images regarding review and approval of the exterior facade materials for our University of Chicago Campus North Residential Commons. For that project, we initially established the process by which we would make decisions, and reviewed each of the steps with various parties, ensuring that final approvals by leadership were informed by buy-in from all levels of the organization. We envision a similar process for critical decisions on the San Mateo County Office Building.



Jeanne Gang, Steve Wiesenthal, and Vincent Calabro review exterior materials for the University of Chicago Campus North Residential Commons. The iterative material review process involved University stakeholders, leadership, and the team of builders at every stage, from initial material samples to large-scale building mock-up.

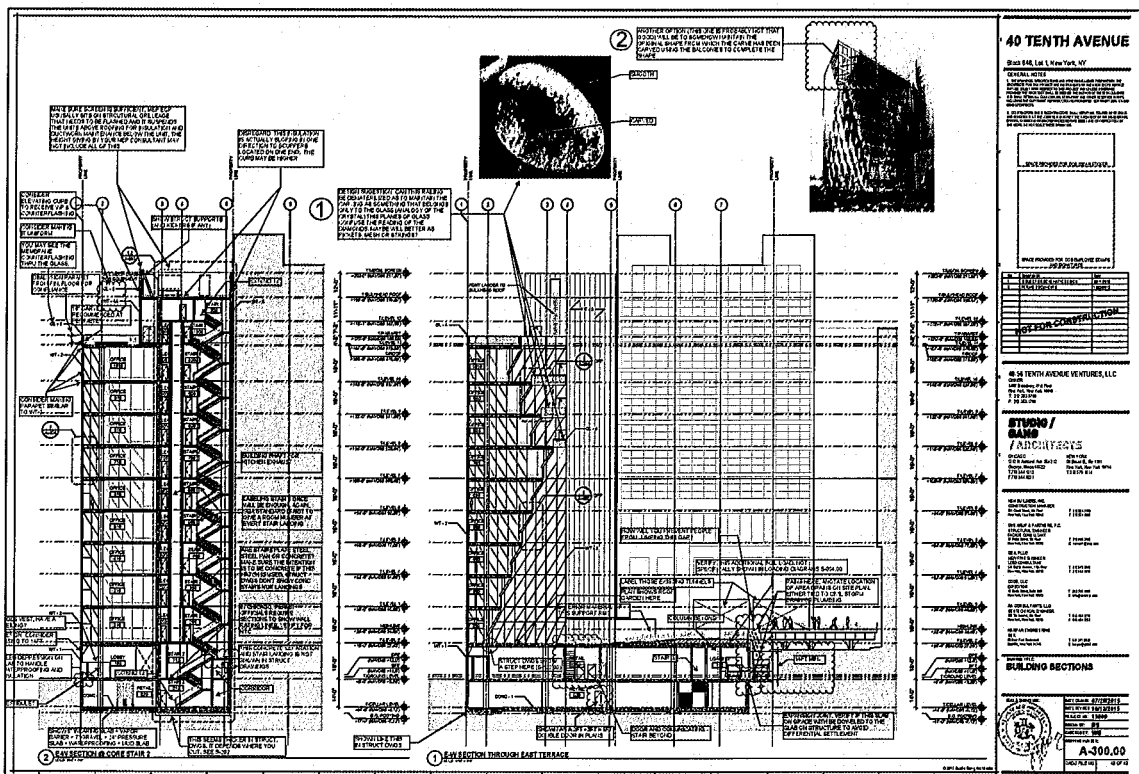
Getting it Done

In each project phase, we will deploy our highly-regarded QA/QC leadership and technological tools for project management (led by Mauricio Sánchez), BIM, and other platforms that we together with the County deem most valuable to project communication and documentation.

Of special note is Studio Gang's peer review program, designed to serve as a consistent, timely, and complete review of design deliverables, to assure quality and constructibility are addressed at every major milestone. We pride ourselves on performing these reviews in-house, and expect to perform page-turn review of each deliverable with County stakeholder groups.

We note this aspect of our practice to emphasize that Studio Gang is a full-service design firm; we prefer to take our projects from concept design through the completion of construction, and know what it takes to produce high-quality drawing sets and specifications toward successful outcomes.

Through all of these steps, outlined in Studio Gang's Integrated Design Process, San Mateo County will benefit from comprehensive investigation, clear communication, and highly creative design leading to a transformational New County Office Building.



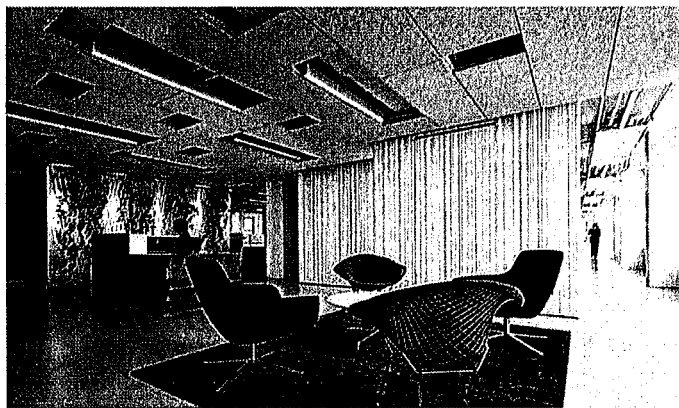
Excerpt from a recent 182 page peer-reviewed drawing set for 40 Tenth Ave.

Zero Net Energy Design

From its founding, Jeanne Gang has cultivated a sustainability ethic and as a studio we continually strive for the highest green standards in every project.

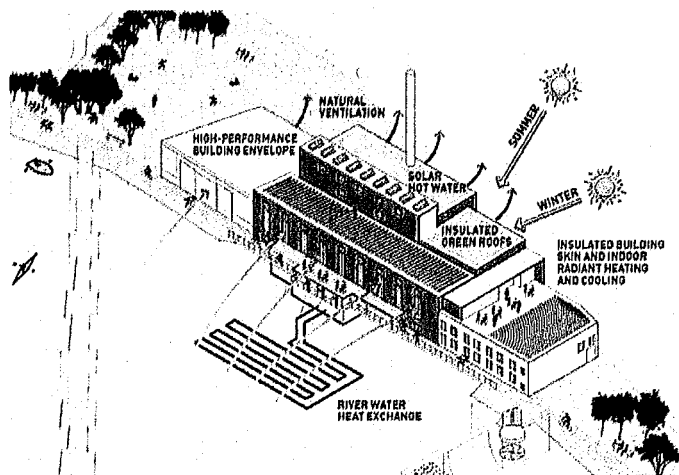
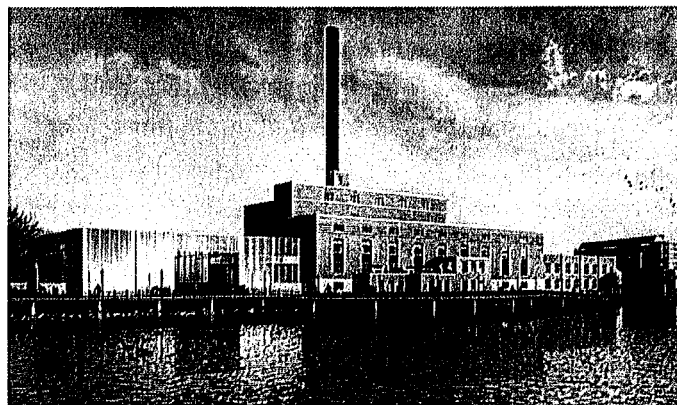
Our approach to making a more sustainable world with our projects is centered on connecting green strategies with the larger story of the project. This approach was formed through one of our very first projects, our winning competition entry for the Ford Calumet Environmental Center. The design, called "Best Nest," proposed reusing materials that were both abundant and nearby from the site's industrial surroundings. Built like a nest to use minimum energy, the project's narrative matched the owner's intention and ambition for the project.

Since that time, we have dedicated ourselves to identifying strong connections between the project design concepts, sustainability approach, and narrative. When these are aligned with the owner's objectives, there is a high chance of success. Here are three examples:



For the **Natural Resources Defense Council's Midwest Headquarters** (pictured above), it was important for the client to be a visible leader in air quality. We decided together to pursue the first-ever Living Building Challenge certification for an office renovation project. The Living Building Challenge

focuses on banning materials that create pollution in their production. Achieving this goal connected the project with the goals of the organization and helped NRDC tell the story of their office design.



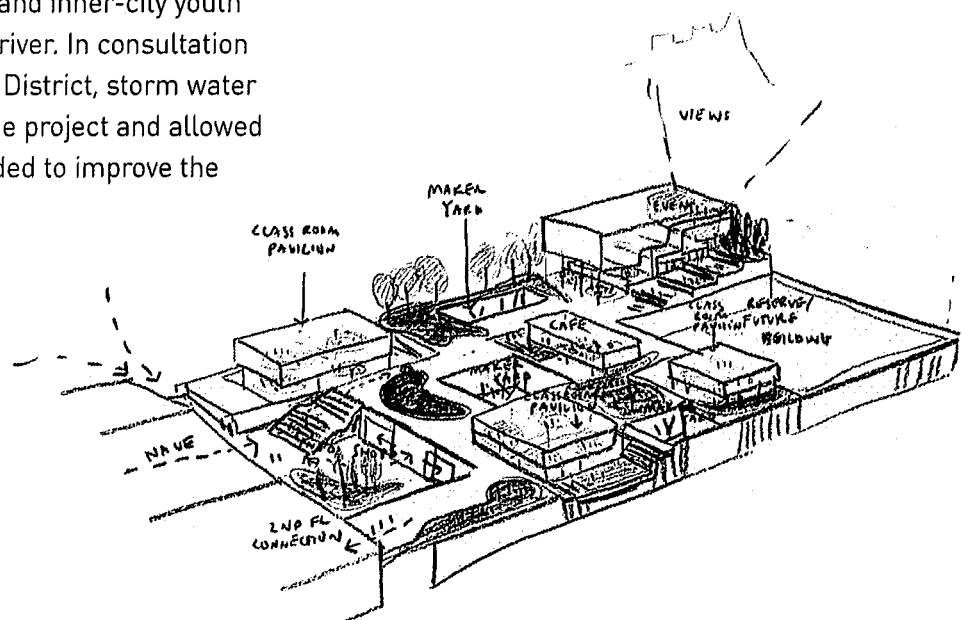
Designing the **Beloit College Powerhouse** project (pictured above), Studio Gang facilitated discussions with science faculty, students, and our engineers to determine the sustainability goals of the project. There was a strong interest in connecting the sustainability strategy to the Rock River where the Powerhouse is located. The idea to use river water as a cooling and heating energy source resonated with the College, the campus of which is presently cut off from the water. Approved by the Wisconsin Department of Natural Resources, the strategy employs a radiant system for all space heating and cooling needs in lieu of a conventional air system. It will provide enhanced

thermal comfort, improved indoor air quality, and better energy performance for the building. Students have begun to monitor the temperature range of the Rock River at the building, providing valuable data that was previously unavailable. Beloit students are also installing a weather station at the building to provide accurate local weather data.

Our leadership extends to environmental advocacy as well, using our skills as designers, writers, and communicators with the public and through teaching and writing. In 2011, Studio Gang completed a book and research project called **Reverse Effect: Renewing Chicago's Waterways**, communicating the complex history of the Chicago River. The challenges of poor water quality and invasive species, to name a few, were contrasted with the opportunities for a healthy river ecosystem and economic revival. It was a call to action that recommended increasing public access to the river in order to build support for its improvement. The next year we had the opportunity to help see this future begin to take shape when we designed the Chicago River Boathouses. This AIA National Award-winning project shines a light on how the river can become a resource for residents and inner-city youth through rowing programs on the river. In consultation with the owner, the Chicago Park District, storm water strategies became the focus of the project and allowed us to tell the story of what is needed to improve the shared city resource of the river.

Studio Gang Sustainability Achievements:

- **LEED Platinum and USGBC Living Building Challenge Petal Certification:** Midwest Offices, Natural Resources Defense Council
- **Anticipated LEED Platinum:** University of Chicago Campus North Residential Commons
- **Targeting Zero Net:** California College of the Arts Campus, Academy for Global Citizenship
- **LEED Gold:** Writers Theatre, Columbia College Chicago Media Production Center, Northerly Island, PAHC Studio
- **Targeting LEED Gold:** Arcus Center for Social Justice Leadership, Gilder Center for Science, Education, and Innovation, 40 Tenth Avenue, Beloit College Powerhouse, Folsom Bay Tower
- **Targeting LEED Silver:** Chicago River Boathouses, City Hyde Park, Solstice on the Park, Vista Tower



Studio Gang's programmatic and conceptual design vision for a unified California College of the Arts campus is rooted in the heritage and creative spirit of the Bay Area, catalyzed by widely diverse art and design practices, and informed by social equity.

Workload and Commitment to San Mateo County



Studio Gang has experienced steady and measured growth in recent years, leading to current resources of 100 architects, interior designers, and urban designers between our Chicago, New York, and San Francisco offices.

Current Workload

As we track our commitments and anticipated work over the coming years, we see this stable growth as an asset to our ability to perform as Lead Designer and Architect of Record for this project. The Studio's current workload will have no impact with regard to our ability to provide appropriate staffing commitments to this project.

In fact, with several large, long-term projects nearing completion, we have the ability to assign our optimal team to this project.

Capacity and Flexibility

We assess our project staffing requirements on a weekly basis, ensuring that projects are appropriately staffed in order to reach crucial milestones at each phase. Our team also has the added benefit of engaging with KMD Architects, whose staff of 100 talented individuals in the Bay Area can further supplement project staffing needs as the project requires.

BIM Expertise

Studio Gang operates and maintains licenses of Autodesk Revit Architecture and subscribes to all annual updates. The current version in use is Revit Architecture 2016. Through both comprehensive and innovative use of BIM, our team has provided substantial savings for our clients. Studio Gang has invested in BIM as its primary method of design and documentation. All new projects within the office, except for those of very small scale, are completed using BIM technology.

A BIM manager is assigned to each project and is responsible for proper execution of the work in accordance with the project-specific BIM Management and Execution Plan. The BIM manager and project manager assume similar responsibilities for quality control as noted in the AutoCAD section. Studio Gang remains at the forefront of team training, organization, and coordination in the execution of BIM projects. Studio Gang has successfully completed BIM projects in a range of project types, including institutional, university, multi-family, and public community projects.

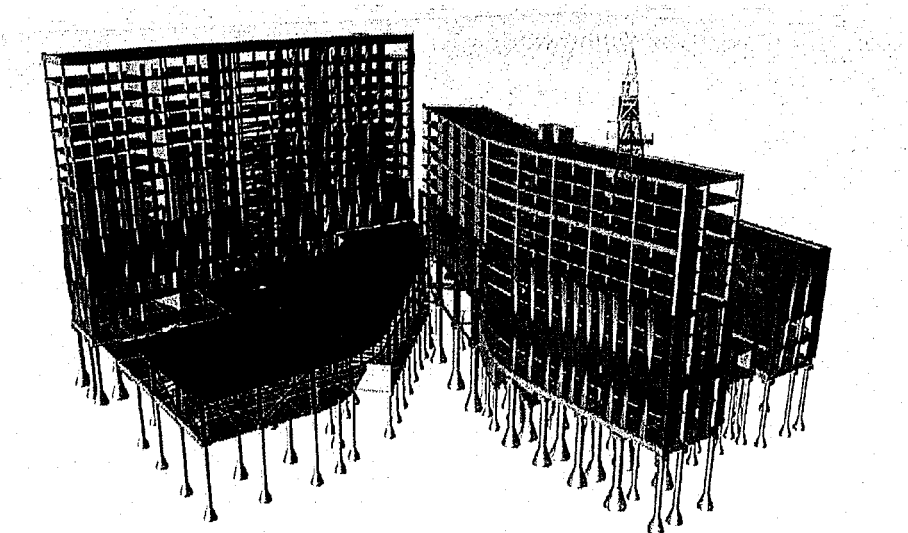
Furthermore, Studio Gang and KMD are both actively applying innovative, multi-disciplinary integration in our BIM projects. For several years we have been combining the architectural and structural disciplines in the BIM environment. Studio Gang incorporates other disciplines

as well such as mechanical, plumbing, electrical, and fire protection. In addition to the building model, we routinely provide bound AutoCAD drawings to our clients for all submissions.

Another advantage of BIM is the clash detection that is offered from the information. Studio Gang uses both Revit and Navisworks for the purpose of clash detection in our projects. This feature provides better efficiencies during construction as infrastructure is fully coordinated, thereby reducing change order costs and delays.

Similarly, KMD has more than 12 years of successful experience using Revit, and is aggressively pursuing its implementation for all architectural projects.

In their experiences, BIM can aid in the design process by visualizing aesthetic, spatial, and functional relationships for owner and architect. Additionally, BIM improves coordination through clash detection technology, in which conflicts are resolved prior to construction, reducing errors and saving time and money. Lastly, BIM is a tool that can carry through to completing, supplying BIM data to fabricate components of the building design and exporting to data analysis programs, ultimately helping to improve overall design performance.

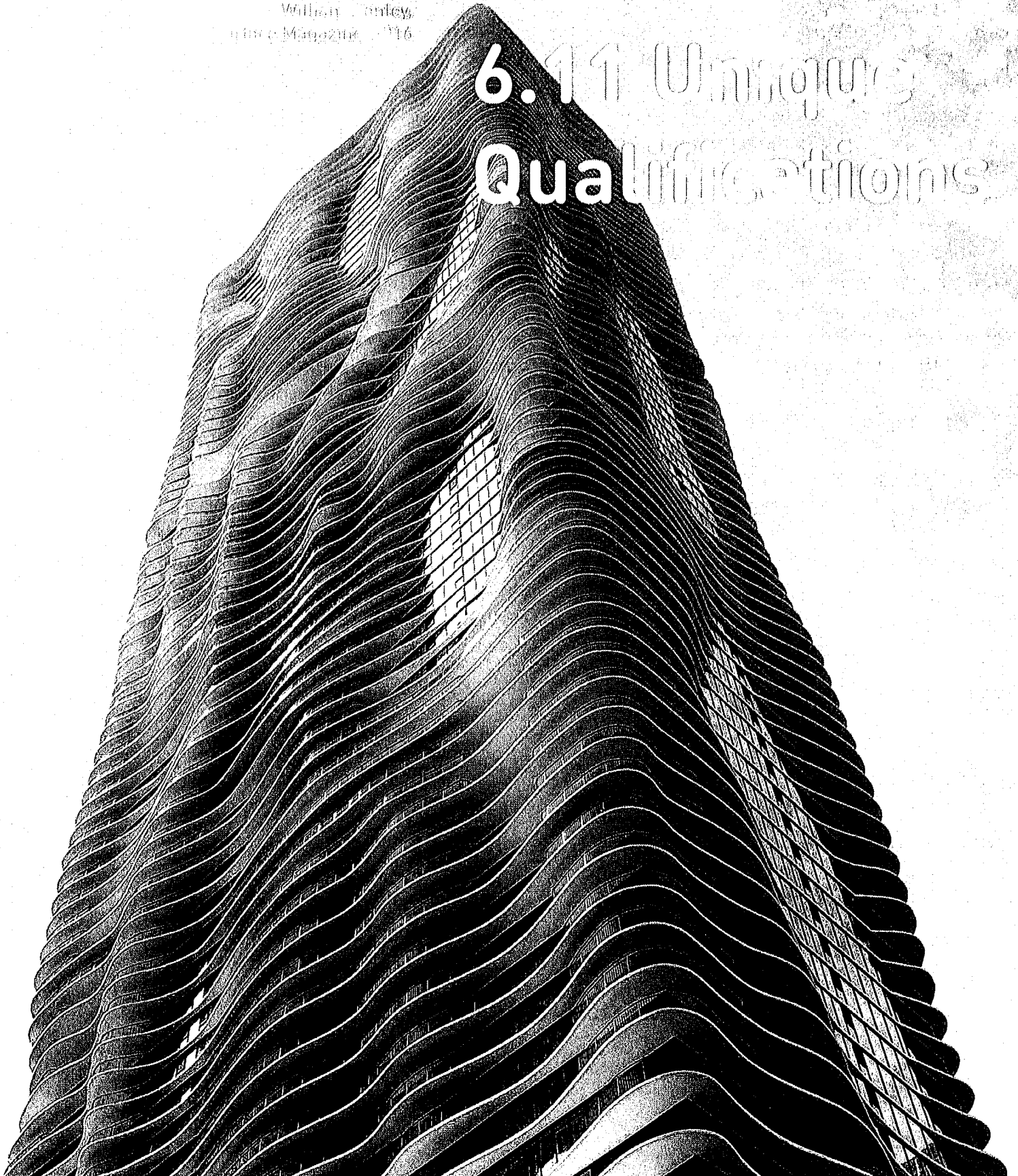


Studio Gang Coordinated complex facade systems for the University of Chicago Campus North Residential Commons using BIM technology.

"Amar, tower gave the city
that invented the skyscraper
a head turning
look in decades."

William S. Paley
Time Magazine, 1966

6.11 Unique Qualifications



Working on the urban scale, the Studio Gang has advanced a design methodology that prioritizes positive civic impact.

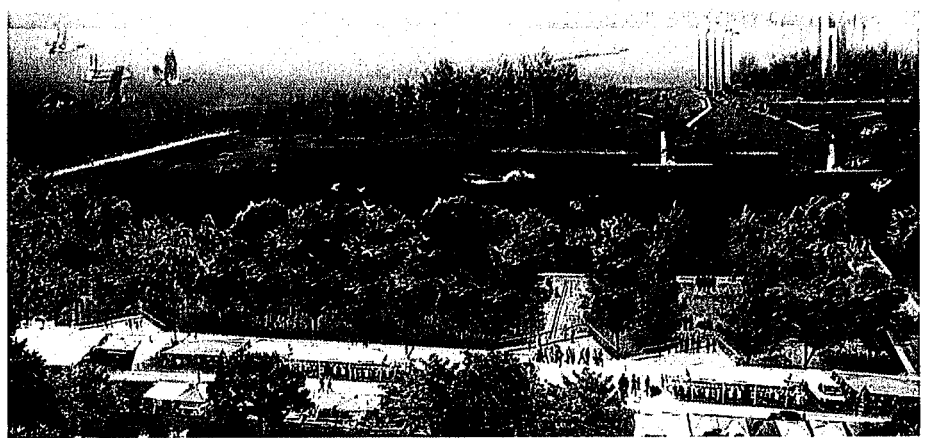
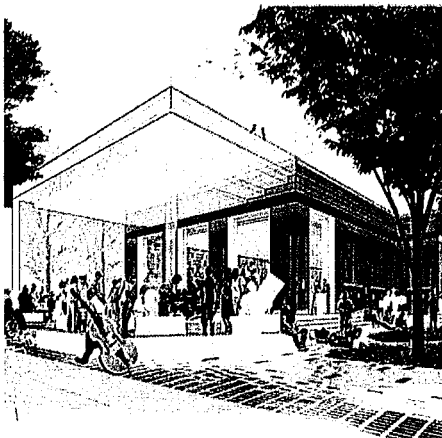
If selected for the new San Mateo County Building, our team is able to provide design services that combine local expertise with deep experience understanding projects and the impact they can have beyond the boundaries of their sites. Taking a holistic approach, Studio Gang's urbanism practice includes urban, master, geo-spatial, and strategic planning services for communities, organizations, and cities across the United States. Employing the tools of design and planning, the Studio helps communities, cities, and institutions contextualize and respond to challenges related to issues of resiliency, mobility, urbanization, social equity, and globalization.

Studio Gang is actively engaged in projects that aim to create recreational and economic potentials for challenging urban sites across the country. Last year, we developed the first set of city-based guidelines and design ideas for Reimagining the Civic Commons, a new initiative that will invest \$40 million in public assets such as libraries, parks, community centers and police stations across the United States. The Studio created a toolkit of design ideas and an

inclusive design process that cities everywhere can use to revitalize their civic anchors as "civic commons"—connected, vibrant networks yielding shared prosperity and stronger communities.

Most recently, the Studio completed the Memphis Riverfront Concept, an urban framework describing how six miles of the city's Mississippi riverfront can become a signature network of spaces and opportunities, tied into the city and its assets, that benefits the entire community and lifts Memphis as a whole. Developed through an integrated process of research, community engagement, and analysis, they ensure that the Concept works from the site's specific opportunities and challenges to achieve Memphians' aspirations for their riverfront.

The tools and ideas developed in projects like Civic Commons and the Memphis Riverfront inform Studio Gang's standalone architecture, and will be an important framing to think of the new San Mateo County Building as part of linked campus that connects San Mateans with services available to them.



Building on the work of Civic Commons to better orient civic buildings to the communities they serve (left), the Memphis Riverfront proposes a variety of new amenities—from an adventure playground to elegant pavilions—to provide park users with activities in all seasons.

Urban Ecology



Studio Gang

