

City of Albany

**WATERFRONT PLANNING OF THE
GOLDEN GATE FIELDS PROPERTY**

Statement of Qualifications

October 18, 2006



Hellmuth, Obata + Kassabaum





Planning Group

October 17, 2006

Mr. Jeff Bond
Planning and Building Manager
City of Albany
1000 San Pablo Avenue
Albany, CA 94706

Reference: Albany Waterfront Planning RFQ for the Golden Gate Fields property

Dear Jeff:

I am pleased to submit HOK's qualifications for land use planning and public outreach services. We hope the attached information underscores the great variety and depth of resources we have to offer for the City of Albany's preparation of land use alternatives for the Golden Gate Fields property.

HOK has a strong reputation as one of the world's largest architectural firms with outstanding customer service. We have achieved this position through diversification and specialization providing a wide range of design services to our clients with teams of professionals who specialize in client-specific services. This range of in-house expertise brings available a depth of knowledge to every project. The HOK Planning Group, which I direct in San Francisco, is one of these teams at HOK. We focus specifically on planning, landscape architecture, urban design and community outreach. Projects like yours are exactly what we do.

For the City of Albany's project, we have selected key team members who have successfully completed projects similar in scale and complexity. While I have consulted directly for public agencies on urban waterfront master planning projects for over 20 years, our staff also has extensive experience in bay area planning, providing services for the full range of development needs: from initial feasibility studies, land use options, through to design and construction documents and implementation services.

Given the prime location and size of the property for Albany, care should be taken to create a plan that is sustainable for the community. We believe this requires a sensitive balance between the environment, social and economic issues. Only when all three issues are addressed, does the master plan become viable for all. To that end, HOK is one of the leaders in sustainability and green architecture. We have published, in its second printing, the industry standard – the *HOK Guidebook to Sustainable Design*. We have also been fortunate to have been recognized with multiple design awards by several organizations including the Congress of New Urbanism, American Society of Landscape Architects, American Institute of Architects and the American Planning Association for our community plans and take very seriously the important opportunity granted by projects like yours. We are confident we can deliver a successful project for you.

Thank you again for your interest in HOK and the opportunity to share our ideas and work with you. Please call me at 415 356-8528 should you have any questions.

Sincerely,

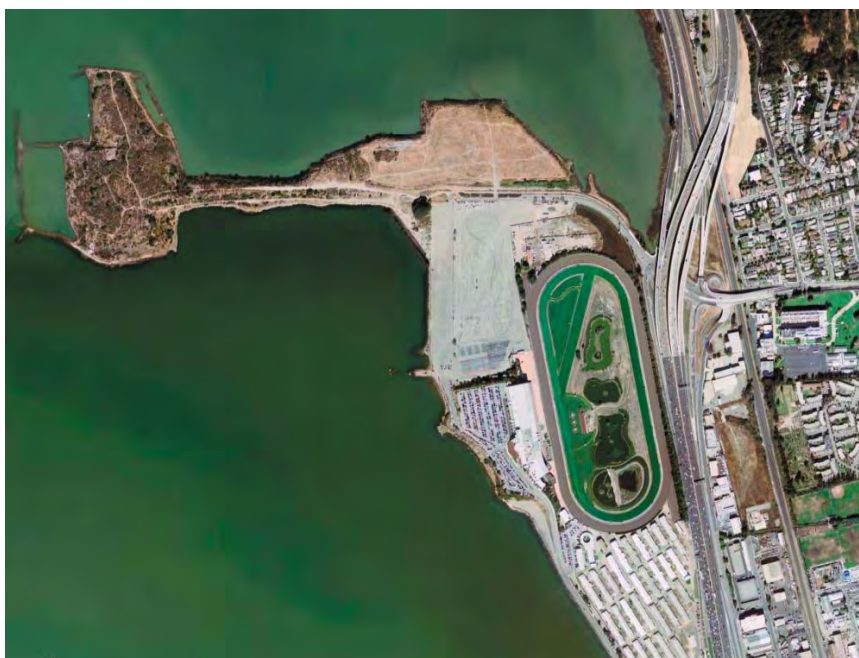
Crystal Baniscale, AIA, AICP, LEED®
Vice President
Director of Planning + Landscape Architecture

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- Los Angeles
- Mexico City
- Miami
- Orlando
- Ottawa
- Tampa

planning • landscape architecture • urban design



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Tab 1 Introduction

Introduction

HOK is ready and eager to focus our best team on the City of Albany's waterfront planning studies. We sincerely believe that the HOK team has several distinct advantages for the City and the community, including:

ONE FIRM with specialists in programming, land use planning and visioning, landscape and urban design, architecture and engineering, all under one roof. Our firm's teamwork philosophy means that our various specialties continually work together throughout the process to enrich the planning and design.

DEPTH OF RESOURCES. HOK's multi-disciplined office also includes specialty focus teams such as the Planning Group and Advance Strategies, who are experts in developing processes and facilitation of multifarious interests that need to inform the waterfront's planning. We have an array of technical and non-technical methods to meet the needs of this project and the community: from visioning and goals setting workshops and design charrettes to illustrative visualization presentations to help draw out the best responses to the needs of the various stakeholders.

EXTENSIVE WATERFRONT EXPERIENCE within California, the United States, and world-class water edges around the globe. The depth and breadth of this experience within HOK—as programmers, planners, landscape designers and architects—give our team the broad perspectives that help achieve consensus, a more efficient workflow, as well as an informed solutions approach.

A LEADER IN SUSTAINABLE DESIGN, HOK has authored 2 seminal books in Sustainable Design, has a large proportion of its design staff certified as LEED professionals and currently targets every building project to achieve a LEED Silver standard or higher. We are the recipient of numerous green building awards for our efforts in the field.

OUR GREAT ENTHUSIASM AND DESIRE to work on the City of Albany's waterfront, a project so close to our home for 40 years, and close to our own hearts. As members of this community, we understand the significance of this special place, and its particular issues. This translates into a committed team and excellent work product for you.

The HOK Planning Group



*Our **Mission** is to deliver exceptional planning and design solutions through the creative blending of human need, environmental stewardship, science and art.*

Responding to the growing need to fully understand the environmental, design, and economic implications of growth, expansion, redevelopment and construction, HOK has assembled a staff capable of undertaking the most demanding planning, urban design, and landscape architectural assignments.

The HOK Planning Group has more than 50 years of diversified experience with more than 85 professionals in 12 of HOK's 26 locations worldwide.

Our clients include developers, institutions, corporations, and government agencies. Projects have been successfully completed throughout the United States, Central America, Europe, the Middle East, Asia and the Far East. These projects have been directed toward the improvement of urban areas and the revitalization of our cities and towns, the development and growth of areas located on the urban fringes and beyond, and the conservation and rehabilitation of the world's landscape.

The HOK Planning Group is committed to delivering the highest quality work, to recruiting and retaining the best and brightest people, to exceeding our clients' expectations, "raising the bar" in our profession and to furthering the success of HOK.

To The HOK Planning Group, the essence of planning is to provide a connection. Good planning creates an environment that enhances and relates to the world around it: to a region or community's people, culture, social consciousness, image, aesthetics, economy and natural environment.

The HOK Planning Group takes our mission seriously. Whether providing the site design for a single building or corporate campus, planning a park or an entire city, The HOK Planning Group is committed to creating quality environments with enduring value.

Planning

Master Planning is a process of ongoing discovery, where each step forms the basis for the next. It is a process of translating the client's vision into a development strategy, providing a framework in which alternatives are evaluated, feasibility is tested, capacity is determined, and a course is set. In many cases, we find the process to be as valuable as the product. We strive to balance the goals and

The HOK Planning Group continued



Christus St. Elizabeth Hospital

visions of our clients with the opportunities and constraints of their project sites. And, we're committed to completing projects that we would feel proud to share with future generations. That's why our planning approach is based on a few basic principles:

- Clearly defining the problem before trying to solve it
- Including all necessary stakeholders in the process
- Applying sustainable and environmentally sound principals

However, while we thrive on producing artful pictures and visionary concept plans, we reap our greatest rewards from actually seeing projects built. To us, the critical part of developing a master plan is defining an implementation strategy that provides a true means for transforming the vision, the ideas, and the beautiful sketches into tangible reality . . . and working with you to get there.

Landscape Architecture

The ultimate form of project realization, at least for us, lies in the art and science of landscape architecture. This discipline, which is at the core of our practice, is about combining wonderfully creative gestures with complex biological systems to establish a sense of "place."



Houston Metro Light Rail

At the same time, our intellectual ideals are firmly rooted in professional reality. For our clients, we must be able to deliver and construct as well as to conceive and create. As part of HOK, we've participated in some of the most complex projects of the modern world. And, thanks to our proven ability to coordinate global design talent with local design knowledge, we've developed extraordinary places that transcend the boundaries of countries, cultures, and climates.

Urban Design

Good urban design connects people to their "world" - their environment, their homes, their friends and family, and their places of work. Without it, these vital connections simply cannot be made.



Long Branch Main Street Urban Redevelopment

That's why we're proud of our extensive work in urban areas. We know that successful urban communities are more than a response to the basic requirements of food, shelter, and security. They answer to our wants as social beings, integrating architecture, infrastructure, and open space to create what we call "place."

Waterfront Planning and Design



Dubai Marina



Harbor Station

The HOK Planning Group has more than 45 years of diversified experience and includes over 65 design professionals. Our clients include developers, institutions, corporations, and government agencies. Projects have been successfully completed throughout the United States, Central America, Europe, the Middle East, Asia and the Far East. These projects have been directed toward the improvement of urban areas and the revitalization of our cities and towns, the development and growth of areas located on the urban fringes and beyond, and the conservation and rehabilitation of the world's landscape.

The HOK Planning Group offers a full range of planning services from the regional scale to site-specific design. As one of the largest planning groups in the world, we are experienced in solving complex planning problems with a strong emphasis on client needs, the environment, and budget realities.

The HOK Planning Group offers clients the opportunity to draw upon all of the resources available within the organization by forming multidisciplinary teams that fulfill specific project needs. Our pledge is to provide the highest level of skill in project management, analytical problem-solving, and creative planning and design.

Master Planning and Urban Design

Master Planning is a process of ongoing discovery, where each step forms the basis for the next. It is a process of translating the client's vision into a development strategy, providing a framework in which alternatives are evaluated, feasibility is tested, capacity is determined, and a course is set. In our view, the process is as valuable as the product. We balance the goals and visions of our clients with the opportunities and challenges of their project sites. Our planning approach is based on a few basic principles:

- Clearly defining the problem before trying to solve it
- Including all necessary stakeholders in the process
- Applying sustainable and environmentally sound principals
- Provide vision documentation that clearly describes the intent of the plan
- Assist in defining implementation strategies that move the plan forward.

The HOK Planning Group has been a leader in community planning, waterfront development, redevelopment, and major projects in the U.S. and around the

Waterfront Planning and Design continued



Chouteau Lake & Greenway



Fenton Olde Town



Federal Reserve Bank of Minneapolis

world, which have enhanced communities and cities over the past 45 years – award-winning projects such as **Chouteau Lake District** in the core of downtown St. Louis, **Confluence Greenway** - winner of the 2002 National APA Award - in St. Louis County, Missouri and Illinois, along with **St. George Ferry Terminal and Stapleton Cove** in Staten Island, New York, **Alameda Point Redevelopment Master Plan** in California, **Fenton Olde Town Redevelopment** in Fenton, Missouri on the Meramec River; the **Federal Reserve Bank** in Minneapolis on the Mississippi River; **Brickell Village** in Miami on the Biscayne Bay, **Dubai Marina** in Dubai UAE, which is currently under construction, and the **St. Louis North Riverfront Development Master Plan** in downtown St. Louis.

Our work on these projects gives us great knowledge of the unique challenges and enables us to bring forward outstanding planning and the design of space. In addition to these projects mentioned above, HOK has prepared other significant riverfront, corridor plans and urban design efforts, and brings this knowledge to the project.

The HOK Planning Group is committed to the principles of new urbanism with our special group New Urban Studio. We are committed to protecting our environment, and creating better living environments through quality design. We work closely with city and government agencies, community groups, stakeholders and developers to solve the most complex urban problems.

Consistent with the most recent innovations in architecture and design, HOK is a leader in the development of sustainable design. HOK's St. George terminal design is targeted to receive United States Green Building Council Leadership in Energy and Environmental Design accreditation, the first Intermodal facility in the country to receive such a designation. Incorporated into the design are a living roof, photovoltaics, and a solar fed irrigation system, which recycles trapped rain water and keeps it from washing into the Harbor.

The HOK Planning Group is thoroughly committed to the successful completion of the Waterfront Master Plans. As one of the largest architectural and planning firms, we are able to draw upon our vast resources of personnel and experience to offer the Client a project that is not only feasible, but implementable.

Parks and Recreation Planning



St. Louis County Memorial Plaza



Laumeier Sculpture Park

The HOK Planning Group is comprised of planning and design professionals with diverse backgrounds and a wide range of experience. Our team of landscape architects, planners and urban designers is focused on providing specialized service and delivering exceptional planning and design solutions for our clients. We promote sustainable design practices and are committed to developing meaningful lasting places.

Our clients range across the spectrum of markets served by HOK including Colleges and Universities, Corporations, Municipalities, Developers, as well as Federal, State, and Local Agencies.

We are avid users of technology but have not forgotten the importance of “high touch.” We believe that the client is the most important member of the team, and base our approach on an interactive process of communication and consensus building. We value collaboration, participation, input and ideas. . . and most importantly, our clients.

One of the primary focuses of our practice is parks and recreational planning and design. We feel that working to revitalize and preserve our parks is important and are currently engaged with The City of Atlanta, The City of St. Louis, City of Clayton, St. Louis County and the City of Dallas on recreation master plan projects.

Our process driven approach is based on a clear understanding of each particular site and the specific issues affecting the project. Before initiating an in-depth site analysis, we establish and/or review the project goals with the client team. This is a critical step and becomes the benchmark against which planning and design solutions are measured.

We utilize the information gathered during the site analysis phase to develop a series of opportunity and constraint diagrams. With input from the client team, the opportunities evolve into a series of concepts and then ultimately the preferred plan or design. Again, this is reviewed with the client team to balance against the project goals and ensure public buy-in. Another key element of the planning and design process is the development and review of project budgets and construction cost estimates in the early stages of development.

Parks and Recreation Planning continued



*Forest Park Grand Basin
Post Dispatch Lake*



Piedmont Park Oak Hill



Centennial Celebration of Flight

A number of issues are addressed as part of the recreation planning process. These issues include:

Topography and Drainage

This is critical not only to solve the functional drainage requirements, but also to correctly respond to the aesthetic design considerations.

Soils

We must have an accurate understanding of underground conditions to measure constructability and site development costs.

Tree / Native Plant Protection

We feel this is a critical design consideration. It is not only the right thing to do from a sustainability standpoint, but it also maintains the inherent qualities of a site.

Environmental Issues

This is also an important part of the HOK approach. Our commitment to sustainable design is reinforced through our in-house “Sustainable Design Team” and a project-by-project focus on responding correctly to the sensitive design issues.

Utilities

We work closely with the engineering teams to understand the location and capacity of utility systems and determine how each project fits into the overall picture.

Pedestrian Relationships and Circulation

This is one of the most critical considerations on any site master plan. Users and especially first time visitors, need to have an understandable means of getting from one place to another. The impact that each specific design project has on the overall pedestrian system needs to be considered.

Views

The issue of views must be considered from two perspectives. First, from the standpoint of looking at the site and its surrounding landscape — and second, from the perspective of the user looking into the site. Each is important and presents certain challenges for the design team.

Public Outreach and Engagement



H Street Corridor Charrette

Public engagement is a fundamental part of all successful place-making and community building efforts. People care about their communities and expect, even demand, a chance to participate in decisions that affect the places where they live, work, learn, and play. Naturally, as more stakeholders get involved, and the breadth of issues, ideas, and perspectives increases, public engagement becomes an increasingly important part of the planning and design process.

The HOK Planning Group understands what it takes to engage diverse communities in productive discussions about complex, sometimes controversial, issues. We appreciate the challenges involved in bringing the client, the design team, and the community together in an integrated process of discovery, problem solving, and action planning.

Following the principles below, we've been able to bring diverse, often opposing voices, into planning processes in productive, meaningful ways.

Ensure Community Fit

Successful engagement and outreach efforts respect and respond to a community's unique interests, capacities and civic culture. While there are a lot of common threads in our approach to public engagement, each project develops its own unique identity. As we begin the process, we spend time working with stakeholders and client groups to understand issues, test engagement and outreach strategies, and refine our approach. The result: a process designed to respond to the community's diversity of experiences, perspectives, and expectations.

Establish a Clear, Transparent Process

Effective engagement results when participants understand the sequence of activities that build toward interim and final decisions. When basic questions regarding the process — who decides, what decisions will be made and when — are clearly stated, stakeholders understand how their participation fits within a larger context. We work with clients and communities to clarify visions, goals and expectations early and use these as points of reference throughout the planning process. User-friendly process maps and task charts are used to highlight each step and illustrate how stakeholder participation is weaved into the plan.

Public Outreach and Engagement continued

Sursum Corda Revitalization Project



Big Pine Key US 1 Corridor Area Enhancement Project



Braddock Metro Small Area Plan

Build Understanding & Ownership

Deepening understanding of issues, ideas, opportunities and constraints is the first step toward building consensus and support. Through collaboration, participants gain a shared sense of conditions, trends, and precedents; develop and test alternatives; work towards a plan with broad support and commitments for action.

Reach Beyond the Usual Players

A proactive approach is required to balance the interests of the general public with those voiced by energetic advocates and individuals most directly affected by planned change. To provide multiple, meaningful opportunities for engagement, we seek opportunities to 1) coordinate outreach efforts with community groups, service organizations, and media outlets; 2) balance high tech—web sites, video, and computer-generated simulations—with high touch strategies—workshops, briefings, interviews, storefront displays, and coffee klatches; 3) seek out groups and individuals to co-host events; 4) target outreach to under-represented constituencies; 5) hold meetings in comfortable, easily accessible places.

Follow a “No Surprises” Ethic

As the planning process moves towards conclusion, no one wants to be surprised by new information or unexpected controversy. It's important to maintain open channels of communications—even with those least supportive of the effort, keep decision-makers and opinion leaders in the loop, and stay focused on finding “win-win” solutions.

One of our strengths is our collaborative, interdisciplinary design and planning process. Where others may follow a multidisciplinary approach—with various professionals working along parallel but often independent paths—we advocate an approach that brings the client, the design team, and the community together in a more integrated, transparent process of mutual discovery, problem solving, and action planning.

Public Outreach and Engagement continued



*Confluence Greenway Conceptual
Master Plan Brochure*



Detroit Metro Tourism Brochure

In designing processes, we draw on our experience with the following:

Workshops & Design Charrettes

Our workshop and multi-day charrette approach is designed to facilitate collaboration among team members, the client group, key stakeholders and the general public, and provide productive opportunities for the testing and refinement of design ideas and development strategies.

Interviews, Briefings & Focus Groups

One-on-one interview, key leader briefings and small group work sessions complement the larger-scale events and activities and offer opportunities to build bridges between the project and key stakeholders.

Hearings & Approval Processes

Working with the client, HOK participates in developing the approval and evaluation process strategy; prepares the required documentation, applications, and submittals; and participates in reviews, presentations and public hearings with citizens' groups, local, state, and federal planning staff and boards.

Newsletters, Brochures & Flyers

The HOK Planning Group is involved in large-scale projects that require various forms of print and electronic media as communications and marketing tools. To serve specific client and project needs, The HOK Planning Group has produced posters, brochures and booklets for publicity, information and consensus-building.

In metropolitan St. Louis, the Clean Water, Safe Parks and Community Trails initiative required brochures and mailers to circulate information and solicit volunteers for the passage of a regional referendum. Several full-color posters were designed and produced for the Confluence Greenway.

In Detroit, The HOK Planning Group designed and illustrated a 28-page master tourism plan booklet for the Convention and Visitors Bureau. In Haifa, Israel, The HOK Planning Group led a public participation effort for the expansion and redevelopment of the Stella Maris Monastery on Mount Carmel that included a booklet of master plan renderings, diagrams and technical information.

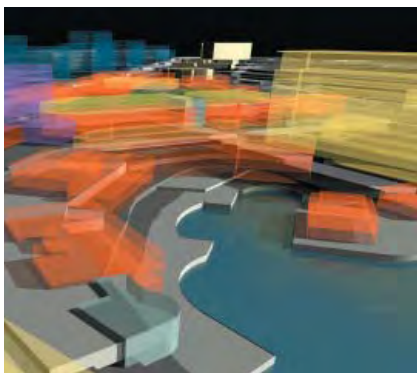
Public Outreach and Engagement continued



Kai Tak Archipelago



Toronto Portlands



Chesterfield Village

Web Sites & FTP

HOK can provide a private FTP site for the mutual exchange of information and data; as well as participate in virtual meetings via the Internet with data exchange and edit capabilities through such sites as “webex”.

HOK is increasingly utilizing project websites to coordinate and communicate among project team members throughout the life of a project. The website provides a unique platform for graphic and non-graphic information. The site can include CAD drawings, specifications, project construction photography, meeting notes, program documentation, schedules and correspondence. A project website creates a comprehensive, interactive project information system.

Simulations and Visualizations

HOK provides full service computer visualization and computer animation services. Computer visualizations provide three-dimensional conceptualizations of planning, architectural and interior projects based on existing data from our CAD systems, using 3D Studio VIZ as well as other software. This technology allows clients to visually experience project components before the construction process begins.

Operating on a Silicon Graphics platform, HOK has recently developed “radiosity” software which produces more realistic imaging of a room, floor or building. Radiosity software calculates the emission, reflection and absorption of light energy and the resulting shadows cast by all surfaces in a closed environment. Animations utilizing this software describe space, color, lighting and accessories even more accurately than a full-scale model.

However, the architectural expression of a building, or an entire area can be modeled down to the smallest detail. HOK has an in-house Model Shop that produces models which range in many project types and sizes. The ability to see actual space is a tremendous help in visualizing the actual project.



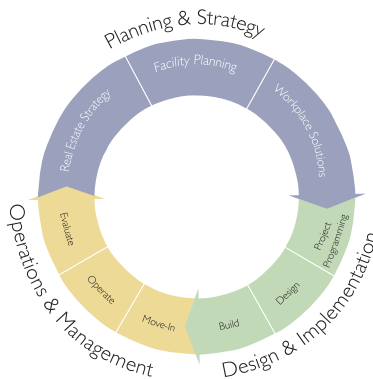
HOK Advance Strategies

HOK Advance Strategies specialists work with clients to help align their business strategies with their real estate, facilities, and workplaces to effectively master change.



Mastering change — ever increasing and never ending — has become the critical factor for succeeding in today’s business world. Effective response to change often determines which organizations will succeed and which will fail. Real estate, facilities and workplaces require substantial investments in time and money to change, and have a significant impact on the ongoing operating costs and agility of an organization. The ability to plan for and agree on the need for change within the context of an organization’s broader business objectives is essential. This is what we do.

As a specialized, multidisciplinary group within HOK, the world’s leading design and services firm, the specialists of HOK Advance Strategies are leaders, analysts, strategists, listeners, communicators, and change agents who use their knowledge and experience to help organizations navigate through complex business challenges.



We’re distinguished by our deep expertise and our intense, impassioned commitment to solving complex organizational challenges. Our heritage combines innovation and creativity with intellectual rigor and proven analytical methodologies—all within the context of our clients’ business objectives.

We believe, first and foremost, in establishing long-term beneficial relationships, aimed at achieving shared success based on trust and a keen understanding of our clients’ needs. Accessible in more than 21 offices around the world, HOK Advance Strategies’ specialists are experienced in every aspect of planning for and advising on the deployment of business and organizational strategy, change management, facilities planning, workplace solutions, real estate, financial analysis, automated tools, and systems development.

Core Services:

- Real Estate Strategy
- Facility Planning
- Workplace Solutions
- Onsite Workplace Services



HOK Advance Strategies

Specific services include:

- Vision and Goal Setting
- Portfolio Assessments
- Opportunity Evaluation
- Portfolio Repositioning Scenarios
- Acquisition and Disposition Strategies
- Financial Impact Analysis
- CRE Organization Strategies
- Business Location Strategies
- Benchmarking Best Practices
- Due Diligence Research
- Implementation Strategies

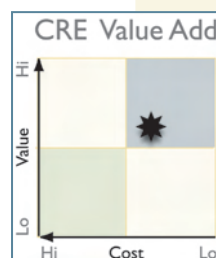
Real Estate Strategy

Mergers and acquisitions, corporate reorganizations, explosive growth or consolidations – each of these scenarios challenge corporations and their real estate departments to adjust their real estate portfolios to meet the dynamic demand for efficient and effective facilities.

HOK Advance Strategies responds to these challenges to create long-term strategies and short-term plans that achieve our client's goals of cost containment, return on investment, effective workplaces, and flexibility over time. Working in collaborative partnerships with clients, HOK Advance Strategies acts as a catalyst, developing strategies, policies, and plans that enhance the value and utility of the real estate portfolio.

By combining our functional knowledge with our financial expertise, we understand how real estate vitally affects a firm's ability to execute its business plans. HOK Advance Strategies helps companies conceive and implement real estate strategies that yield material benefits and provide agility in meeting workplace demands, managing risk and adding value to the enterprise.

We are committed to providing leadership in real estate portfolio assessment and strategy services through the on-going development of tools, technologies, and best-of-the-best information and processes developed for major corporate and institutional clients around the world. For over 25 years, we have built a successful track record and gained in-depth expertise solving organizations' complex real estate challenges.



Preparation

Define Strategy

Position Success
Launch & Discovery

Transaction



Due Diligence
Interim Operations
Integration Guidelines

Integration

Evaluate Best Practices

Optimize Organization

Rationalize Portfolio

Implement

M&A Process



HOK Advance Strategies

Specific services include:

- Goal Setting and Vision Sessions
- Building Condition Assessments
- Site Analysis
- Benchmarking and Facilities Research
- Architectural Programming
- Building Design Guidelines
- Site / Campus Master Plans
- Interior Master Plans
- Occupancy Planning
- Move and Migration Planning
- Cost Estimating and Budgeting
- Post Occupancy Evaluations

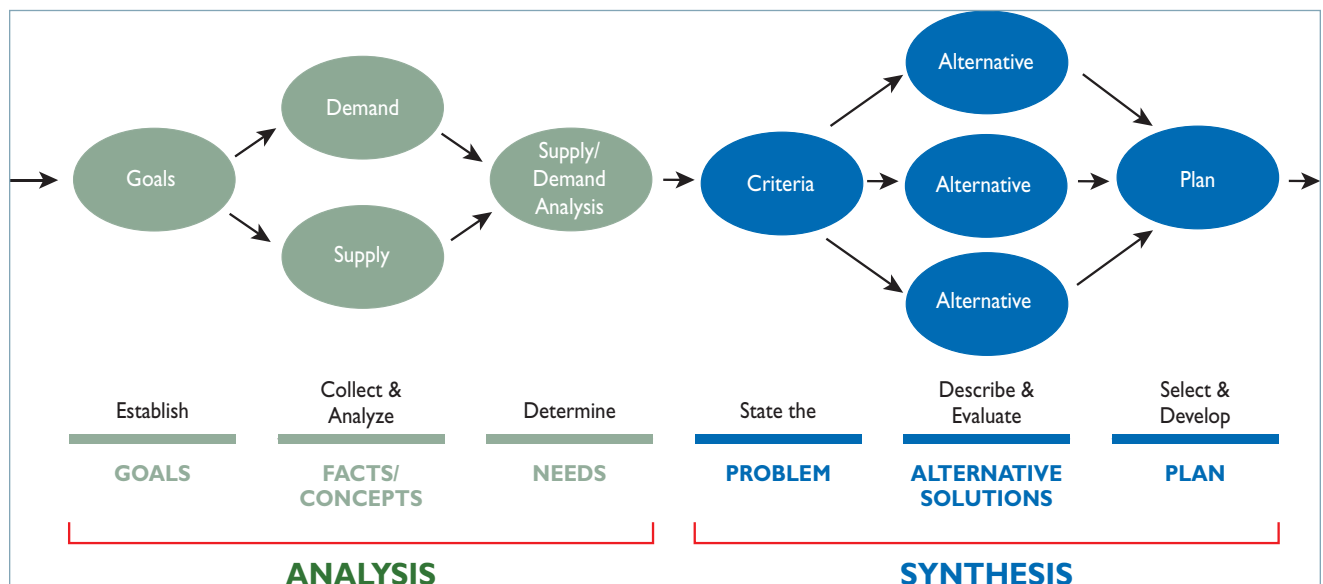
Facility Planning Services

HOK Advance Strategies has built a successful track record and gained in-depth expertise through solving organizations' complex facilities. We provide thought leadership in mastering uncertainty by optimizing the use of land and buildings and supporting the productivity of employees.

HOK Advance Strategies understands the range of facilities issues driven by market/ product responsiveness, asset management and highest and best utilization. From early visioning, site or building assessments, programming, and scenario planning sessions, through site master planning, occupancy planning, and post-occupancy evaluations, HOK Advance Strategies works with clients to achieve their business strategies.

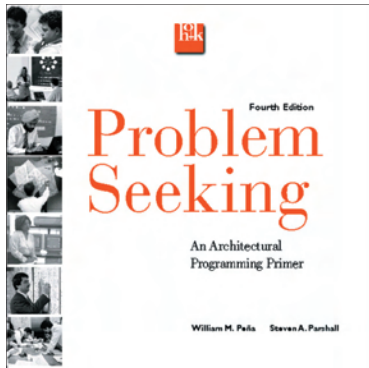
We work in a very collaborative and participatory manner. We use the Problem Seeking® method to conduct vision sessions, user interviews and client review and approval meetings. Our extensive experience in programming and data analysis enables effective use of a wide range of tools, such as web-based questionnaires and databases, so that clients can enjoy the benefits of faster delivery at lower cost. HOK Advance Strategies gathers a wealth of benchmark data and draws on our collected best practices information, such as cost, space efficiency, standards, planning "rules of thumb," and innovative business methods.

Sample Process Diagram for Real Estate & Occupancy Strategy





HOK Advance Strategies



Problem Seeking® Methodology

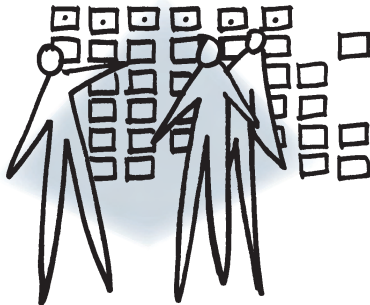
One of the primary methods we use to clarify complex problems and identify the interrelated components that will drive successful solutions is Problem Seeking®.

HOK has pioneered the premiere programming process that has been used worldwide for more than 50 years. Our book, Problem Seeking: An Architectural Programming Primer, is used as the architectural programming textbook by many universities throughout the United States.

Programming is a systematic process of organizing information and is best understood as an information framework following a five-step process. The steps of the process cover both qualitative (goals, concepts, and problem statements) and quantitative (facts and needs) information.

Problem Seeking® is a systematic process of inquiry, an objective analysis to:

Establish Goals	Collect & Analyze Facts	Uncover and Test Concepts	Determine Needs	State the Problem
Where do we want to go?	Where are we now?	How can we get there?	What can we afford; when should it be done; who will do it?	What are the critical success factors?



This methodology covers four major categories of information: function, referring to people, activities and relationships; form, including site, quality and social/psychological environment; economy, which addresses operating costs, and life cycle costs; and time, entailing historical aspects, present conditions and future projections.

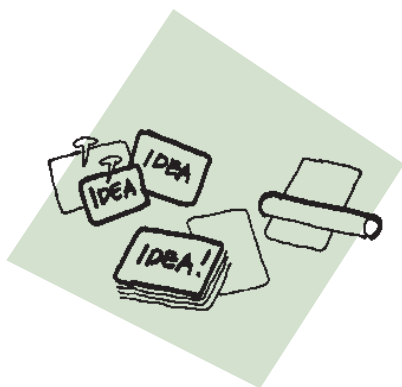
A unique feature of the method is the use of onsite work sessions, analysis cards, spreadsheet data analysis, and visioning sessions. For projects we rely on these proven tools to collect data and to build consensus.



HOK Advance Strategies

Vision Sessions

What should I expect as a participant in the Visioning Session? The purpose of a Vision Session is to identify the ultimate goals and objectives of the project that will be provided for the client organization. Performance criteria identified in this session will be used as part of the analysis and evaluation and shall serve as the basis for HOK's recommendations in the final phase of the project. The client's senior management should be included. *What should I expect as a participant in the Visioning Session?* One or more HOK consultants will lead the sessions. The meetings will be conducted in an interactive style that is intended to elicit many viewpoints of all participants. The Visioning Sessions will result in a combined statement representing all aspects of the site planning problem, including Goals (What are we trying to achieve?); Facts (What are the conditions and constraints we must consider?); Concepts (What preliminary ideas could help us achieve our goals?); and, Needs (What quantitative criteria must we satisfy?).



Problem Statement

What is the essence of the problem we must solve? Inherent conflicts may arise as a result of divergent needs or opposing opinions. Our purpose in these sessions is not to produce solutions, but rather, to identify all aspects of the problem to be solved, so that eventual solutions effectively address as many issues as possible. The Vision Statement will be the basis for further development of an Action Plan for a series of discrete milestones, tasks, and activities; and, a workplan or schedule that outlines roles and responsibilities. It is important to remember that the Vision Session is just the first step in the overall process leading to a comprehensive solution to any problem. We will strive to build consensus to the extent possible, but our ability to do that will vary greatly depending on the complexity of the issues to be addressed, the size of the group, the decision-making authority assigned to the team, the amount of time devoted to the Vision Session.

We will cover a tremendous amount of information in a short period of time, and we will organize the project data in a framework that facilitates discussion and decision-making. *What should I bring to the Vision Session?* – Ideas; Concepts; Background Information; and, Issues and Concerns. Beyond that, there is nothing to prepare. There are a few "Brainstorming Rules" however:

1. All ideas are good ideas (Critique of others' ideas and comments is not allowed.).
2. There is no such thing as a bad idea, since all concepts and thoughts have merit and can be used to create "hybrid" solutions.
3. Try to build upon other information provided by people in your group.

Sustainable Communities



Sustainable Design Benefits

Enhanced user experience

Greater durability

Reduced maintenance costs

Energy and water savings

Positive public relations

*Reduction of waste, pollution and off
site impacts*

Conservation of resources

Limiting risk and possible litigation

Revenue from recycling

Prepared for future legislation

As one of the world's largest design firms, HOK has a **unique opportunity and responsibility** to be a steward of the built environment for future generations. Development, conservation and preservation are complex undertakings involving numerous variables, stakeholders and solutions. Experience shows us that the best way to achieve a "win-win" is to take a comprehensive design approach that incorporates the critical environmental, economic, and social dynamics at play.

HOK is committed — at all levels of our organization — to creating **sustainable environments** by employing materials, energy and water resources efficiently, minimizing site impacts and addressing the social and health issues that relate to development. Central to our ability to create sustainable communities are our partnerships with clients, regulators and stakeholders, with whom we collaborate to bring their visions to reality.

Our goal is to make every HOK project **environmentally responsive**, continually building on our experiences to advance design methodology and technology as leaders in the industry. To create the most value for clients, HOK follows an integrated design process in which the entire team works together toward sustainability. For us, sustainable design is multi-faceted and it begins at the initial visioning of a project and continues through its implementation.

10 Basic Principles to Developing Sustainable Communities

Neighborhood Form

Promote compact, pedestrian-friendly and mixed-use neighborhoods with many of the activities of daily life available within walking distance.

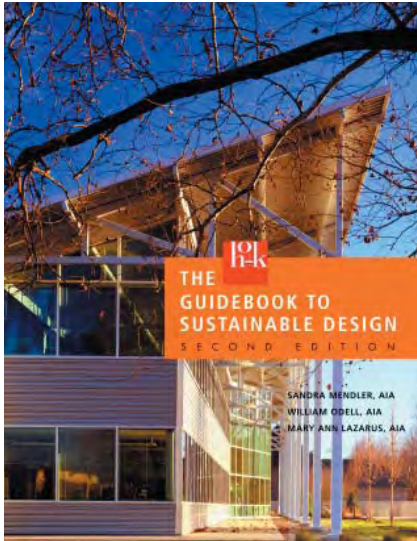
Design for the Human Scale

Design for people and their perceptions, creating a sense of neighborhood and community with streets that responds to local traditions.

Mixed-Use

Promote the creation of mixed-use neighborhoods that support the functions of daily life: employment, recreation, retail, civic and educational institutions.

Sustainable Communities continued



"...The HOK Guidebook to Sustainable Design, is widely cited as one of the most important resources available to green building practitioners..."

IS Magazine, 2003

"Through its global commitment to sustainable design, HOK has raised the bar for the entire architectural and construction industry, and is helping to preserve our environment for future generations."

Matt Petersen

Executive Director

Global Green USA, 2001

Architectural Character

Design the image and character of new developments to blend the best traditions of residential and mixed-use architecture with contemporary development styles.

Public Open Space

Create internal and peripheral parks and open spaces, and whenever possible, enable connections with local and regional parks in an open space network. Provide opportunities for recreation and appropriate settings for civic buildings.

Neighborhood, Area and Regional Connections

Establish connections between patterns of transportation and land use, to open space and to natural systems.

Transit Oriented Design

Establish connections to local and regional public transit systems. Appropriate building densities and land uses should be within walking distance of transit stops, enabling public transit to become a viable alternative to the automobile.

Street Network

Provide an interconnected network of streets and public open spaces. The primary task of all urban architecture and landscape design is the physical definition of streets and public spaces as places of shared use.

Safety and Civic Engagement

Establish a relationship between buildings and streets that enables neighbors to create a safe and stable community by providing "eyes on the street," which also encourages interaction and community identity. Provide a clear definition of public and private realm through block and street design that responds to local traditions.

Citizen and Community Involvement

Engage residents, neighbors, civic leaders, politicians, regulators, developers and local institutions throughout the process of designing change for neighborhoods.



**Tab 2 Methodological Approach
for Planning Process**

Methodological Approach for the Planning Process



Alameda Point Master Plan

Our process for planning is based on full integration of the project team efforts with professional consultants, City officials and the Albany community as a whole. To this dynamic mix, HOK draws upon its own **in-house expertise** firmwide in programming, planning, urban design, landscape architecture, architecture and graphic design. With 40 years of **experience in the Bay Area**, HOK San Francisco is well prepared to address the issues concerning the residents, property owners, the City of Albany and other Bay Area stakeholders.

Due to the particular requirements of the Golden Gate Fields property and its immediate sphere of influence inland into the City itself, we will help the City **assemble a team** with whom there are established relationships built over the years, who have a proven working record on complex participatory land use planning projects. Our teams, characterized by a **spirit of collaboration**, are often unparalleled for the complete planning, analyzing, programming, designing, managing, and executing of a variety of project types, including sensitive **waterfront developments** around San Francisco Bay.

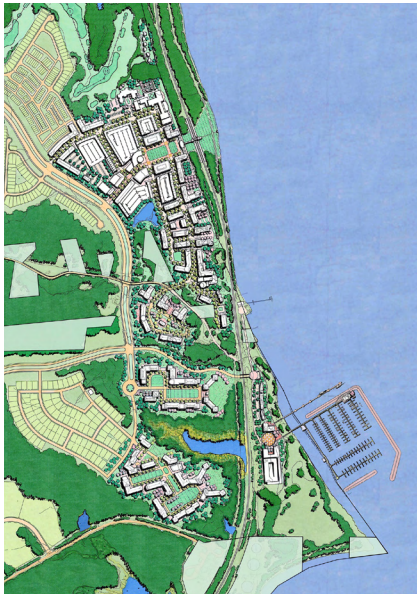


Clarendon Sector Plan

We will coordinate the detailed work of the team members and bring to bear a process of facilitation and **community participation that is inclusive** and focused on building consensus and minimizing the marginalization of members of the community. By careful planning, monitoring and evaluating the direction of these efforts alongside the project's goals, **solutions that are adaptable** to the inevitable market and political changes over time can be achieved, so that at the end of the process, other processes can be brought forth, building upon the work that has been done until ultimate resolution can be achieved. Some key aspects to HOK's process are as follows.

Interactive. HOK will approach this effort as an interactive process, working closely with the City and its representatives in identifying and defining all relevant project goals, objectives, functions, responsibilities, and relationships. This collaborative approach will be enhanced by a great deal of stakeholder participation from early in the process: from community groups, real estate interests, Albany's neighbors such as the City of Berkeley, and regional bodies such as the Bay Conservation and Development Commission. This enriches the effort with the best possible sources of information and decision-making.

Methodological Approach for the Planning Process continued



Harbor Station



Jack London Square



Esquire Plaza

Creative. HOK emphasizes imaginative solutions and creative designs of dynamic spaces which adapt readily to functions and expanding needs. With our great experience, we are able to solve complex organizational and physical problems posed by the issues surrounding projects such as the Golden Gate Fields site, and go beyond pure function to provide memorable people places that will enhance the project and build consensus through innovation. HOK understands the potential impact of this special site, and has the experience and ideation to deliver a world-class design via an innovative, collaborative process.

Diligence. HOK's project management team will prepare and regularly update the critical-path schedule of information, meetings, technical reports, reviews and approvals. The team will attend all meetings relevant to the project in order to review, define, and resolve key issues, as well as coordinate simultaneous work tasks and constantly review and update the work schedule, costs, and project deliverables so as to keep the City and community informed and the project on track.

Strategic. HOK's design activities are developed around an agreed upon set of civic values, business plans and environmental targets. The planning and design team will explore the implications of alternate sets of assumptions and future scenarios. These alternate scenario plans will be sufficiently flexible and responsive to inevitable changes in the environment, providing the City and stakeholders with a variety of development scenarios to discuss, synthesize and implement.

Practical. Our experience as designers and planners, having worked alongside city officials, community groups, and real estate interests, gives us an almost unique perspective that is inclusive of a variety of possibilities. Our deliverables will be clear, concise, and readily integrated into operation and considerate of environmental, political, and regulatory constraints. We understand the practical necessity for the City to acquire not only a solution, but an ongoing planning framework that can be implemented over time.

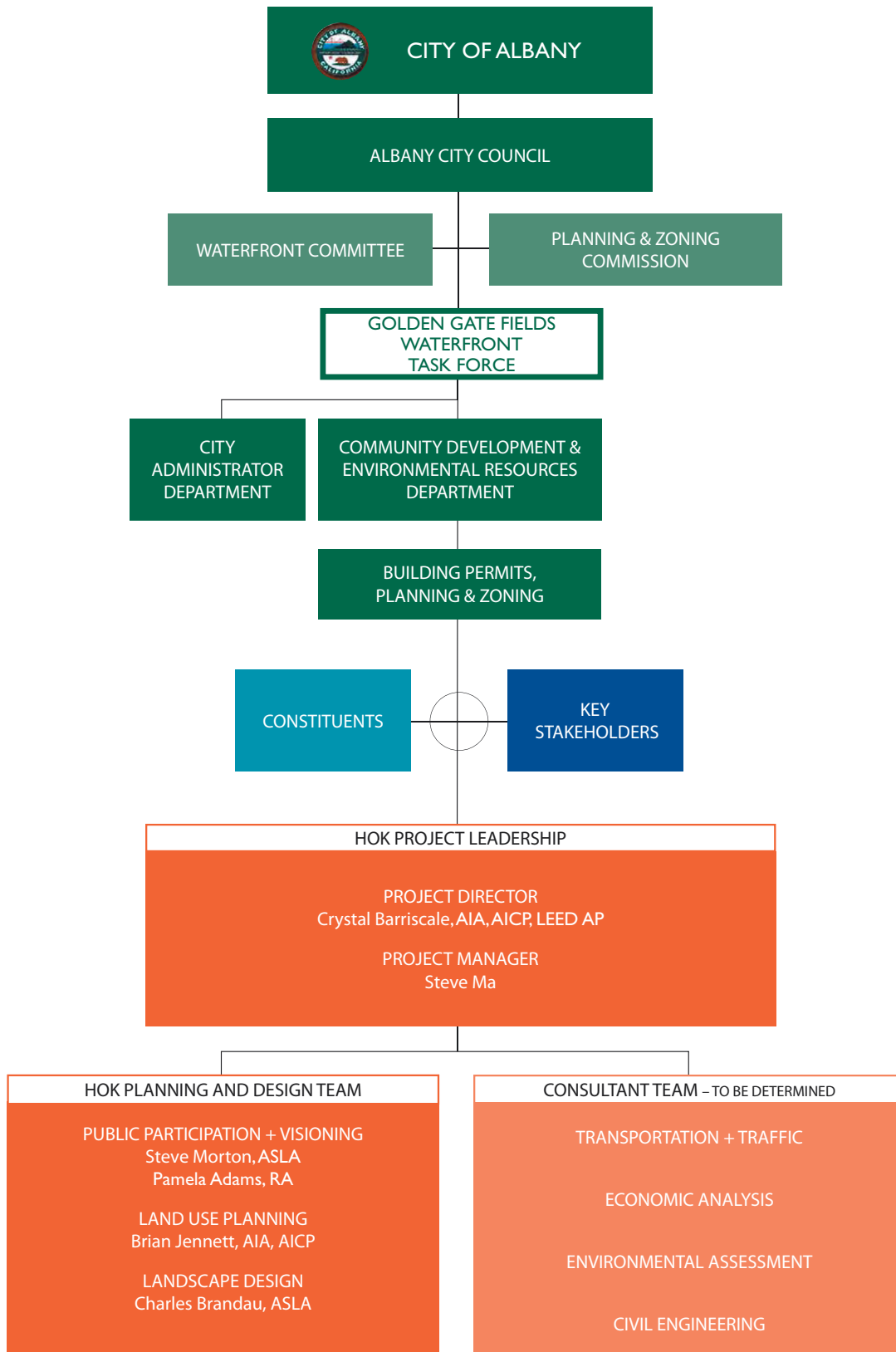
Resourceful. HOK is a multi-disciplinary services firm with a professional staff including planners, architects, landscape designers, interior designers, engineers, and graphic designers. Many hold various degrees and possess expertise in organization and operations analysis, human and behavioral research, policy and strategic planning, financial analysis, computer science, and facility management. Any of these resources may prove useful in the complex planning of Golden Gate Fields, requiring an interdisciplinary approach to creative, comprehensive solutions; HOK is unique in our ability to tap into these resources in an immediate, fluid manner on demand.



Tab 3 Project Team



Organizational Chart





Crystal S. Barriscale, AIA, AICP, LEED ^{AP}

Vice President, Director of Planning + Landscape Architecture

Education

Columbia University, New York
Masters of Science in Architecture &
Urban Design

New York Institute of Technology,
Old Westbury, Magna Cum Laude
Bachelor of Architecture

Registration

California #C-29096

New York #018395-1

New Jersey #AI14307

Certified Planner, American Institute
of Certified Planners

Certified Architect, National Council
of Architectural Registration Boards

USGBC LEED ^{AP}

Memberships

American Institute of Architects

San Francisco Chapter, Urban Land
Institute

Society for College & University
Planning

American Planning Association,
San Francisco Bay Area Chapter

Affiliations

Tamalpais Design Review Board,
County of Marin-Board of Supervisors
Elected, 2002 - present

Institute of Urban Design
Distinguished Fellow

Crystal Barriscale has over 22 years of professional experience in a broad range of planning, urban design and architectural projects. The projects include both public and private clients and extend from single parcel improvements to large-scale multi-jurisdictional plans. Prior to joining the HOK Planning Group, Crystal held the position at UC Berkeley's Environmental and Physical Planning Department, and as an Associate Partner, Director of Planning & Urban Design at Beyer Blinder Belle in New York. As both an architect and planner, she has led a several of award-winning projects, from inception through to implementation, including waterfront urban redevelopment plans, university campus plan-

Experience

Transbay Transit Center Site Design
Guidelines
San Francisco, California

China Basin Redevelopment Project
San Francisco, California

Kaiser Hospital Campus Redevelopment
Redwood, California

Foster City Redevelopment Area Plan
Foster City, California

University of Alabama Science +
Engineering Complex Master Plan
Tuscaloosa, Alabama

Highland Hospital Campus Master Plan
Oakland, California

Richmond Field Station Master Plan
University of California Berkeley
Richmond, California

Codornices Creek Improvement Project
Albany/Berkeley, California

Governors Island Land Use Study
New York Harbor

Battery Park City Master Planning
New York, New York

Stone Street Master Plan
New York, New York

New York State Canal Recreationway Plan
New York

Lincoln Center Capital Needs Survey
New York, New York

Indiana University Systemwide Master
Planning
Indianapolis, Indiana

Queens West Development at
Hunters Point Master Plan
Long Island City, Queens, New York

Hoboken Ferry Terminal and Railyard
Improvement Project
Hoboken, New Jersey

Bancroft Research Library Seismic &
Expansion Project
University of California Berkeley
Berkeley, California

University Village Housing at Albany,
Step 2, University of California Berkeley
Albany, California



Steven Ma

Associate

Urban Planner

Education

University of Michigan
Ann Arbor, Michigan
Master of Urban Planning

Cornell University
Ithaca, New York
*Bachelor of Science in Urban and
Regional Studies*

Memberships

American Planning Association (APA)
Urban Design Division

San Francisco Planning and Urban
Research Association

Steven is well experienced in the development of workable land use policy as well as physical planning and urban design. He brings the ability to incorporate vision with the site-specific realities of geographic and spatial location, particularly in urban centers, campuses and waterfront areas. His work has focused on sustainable development practices, urban redevelopment, neighborhood planning, waterfronts, place-building, and campus planning. He has worked on projects that range in scope from entire cities to neighborhoods and streetscapes.

As an Urban Planner for the HOK Planning Group in San Francisco and previously in Hong Kong, Steven has full responsibility for interpreting, organizing, executing, and coordinating project assignments. Besides planning and design, Steven serves in additional marketing, management and operational capacities for the Planning Group.

Experience

Haitang Bay National Seashore Master Plan
Sanya, China

Patong Seaboard Rebuilding Plan
Phuket, Thailand

Harbour Business Forum Hong Kong
Harbour Design Guidelines
Hong Kong, China

Sanya Phoenix Water City Residential Master Plan
Sanya, China

Causeway Bay Waterfront Plan
Hong Kong S.A.R.

Kai Tak Archipelago Concept Master Plan
Hong Kong S.A.R.

China Resources Chengdu City Gardens Mixed Use Master Plan
Chengdu, China

University of Economics and Finance Master Plan
Ho Chi Minh City, Vietnam

Wangjiadun Central Business District Phase One Master Plan and Urban Design Guidelines
Wuhan, China

Hangzhou Digital TV Industry Base Research Park Master Plan
Hangzhou, China

Kaohsiung Sports City
Kaohsiung, Taiwan

Chongqing Sun Town Mixed Use Development
Chongqing, China

City of San Francisco Better Neighborhoods Central Waterfront Master Plan
San Francisco, California, USA



Steven Ma (continued)

Cass Corridor Strategies for Urban
Infill
Detroit, Michigan, USA

University of Michigan
Urban Design Plan
Ann Arbor, Michigan, USA

University of California, Merced, Long
Range Development Plan
Merced, California, USA

University of California, Santa Cruz,
Moffett Field Extension
Santa Cruz, California, USA

Mills College Master Plan
Oakland, California, USA

Tai Ho Comprehensive Development
Area Plan
Hong Kong S.A.R.

West Kowloon Cultural Harbour
Master Plan
Hong Kong S.A.R.

Wangjiadun Central Business District
Master Plan
Wuhan, China

Shanghai Huangpu Riverfront Master
Plan
Shanghai, China

Suzhou Guangji Road and Nanmen
Road Streetscape and Master Plan
Suzhou, China

Hualongqiao Master Plan & Control
Plan
Chongqing, China

Shamian Island Historic Preservation
+ Restoration Master Plan
Guangzhou, China

American Planning Association Policy
Guides: Neighborhood Collaborative
Planning, Sustainable Development,
Brownfield Redevelopment.
USA



Steven D. Morton, ASLA

Senior Vice President / Principal Consultant
HOK Advanced Strategies

Education

Louisiana State University,
Baton Rouge, LA
Bachelor of Landscape Architecture

Registrations

Landscape Architect – LA, #M-283,
1985; NC, #0833, 1993; SC, #610,
1993; VA, #264

Memberships

Member, American Society of
Landscape Architects

Member, CoreNet Global

Member, Society of College &
University Planners

Steve is Senior Vice President and Principal Consultant for HOK Advance Strategies and has been associated with the company since 1984. He has over 21 years of experience involving comprehensive consulting assignment efforts for higher education, corporate, institutional, research and development, and private sector clients. These projects have focused upon value-added strategic and physical planning solutions forming a basis for the identification of scenario options, capital projects, asset utilization, and successful implementation strategies. The pre-design format for Steve's project work allows for the required level of project definition, development need analysis, opportunity and constraints determination, and project rationalization in advance of initiation activities or costly false starts. These services are key to the feed-forward approach of positioning clients to make astute decisions at the appropriate time.

Steve's role frequently focuses on leading participatory processes with complex client groups and technical consulting teams. This experience provides expert coordination of input from many stakeholders (decision makers, department representatives, facilities managers, finance, information technology and human resources staff) and consultants. His extensive experience in facility planning and site development will guide the team throughout the project's activities and deliverables.

Experience

Pepperdine University Space
Utilization Study
Malibu California

Albany State College Master Plan
Albany, Georgia

Carnegie-Mellon University
Master Plan
Pittsburgh, Pennsylvania

Georgia Southern University Master
Plan & Master Plan Update
Statesboro, Georgia

Pima Community College Master Plan
Tucson, Arizona

North Carolina A&T University
Master Plan
Greensboro, North Carolina

Prairie View A&M Campus Master
Plan Long Range Vision Assessment
Prairie View, Texas

University of North Carolina at
Charlotte Campus
Charlotte, North Carolina

University of North Carolina
Cogeneration Project
Chapel Hill, North Carolina



Steven D. Morton, ASLA (continued)

King Fahad University of Petroleum &
Minerals Campus
Dhahran, Saudi Arabia

AAA of Michigan
Corporate Headquarters
Dearborn, Michigan

Aera Energy LLC
Strategic Facilities Plan
Bakersfield, California

Ameriplex Master Plan
Indianapolis, Indiana

Arkansas Eastman Site Master Plan
Batesville, Arizona

ARCO District Office Complex
Houston, Texas

BNR Harlow Facilities Master Plan
Harlow Essex, United Kingdom

Boeing Commercial Airplane
Company Longacre Master Plan/
Capital Projects Strategic Planning
Renton, Washington



Pamela Owen Adams, RA

Vice President / Senior Consultant

**Education**

Harvard University, Cambridge, MA
*Master of City & Regional Planning in
Urban Design, 1980*

University of Texas, Austin, TX
*Bachelor of Science in Architecture, 1975
(Magna cum Laude)*

Registrations

Architect – CA, #C14717, 1981

Years of Experience

HOK: 7 (1/98)

Total: 25

Pamela has 25 years of experience, seven with HOK, in urban design and planning for projects in both the public and private sectors. Her specialties include facilities planning, urban design and development master planning with particular strengths in strategic planning. Pamela has excellent communication skills, and the ability to manage projects requiring a consultant team and coordination of input from multiple client groups. Pamela has extensive experience in programming and feasibility studies for new facilities.

Representative Experience**Public / Institutional / Government**

BART Administrative Facilities
Consolidation Study, Oakland, CA

California State Service Center, San
Francisco, CA

City of Austin Municipal Office
Complex, Austin, TX

City of Bellevue Civic Center & Public
Safety Feasibility Study, Bellevue, WA

City of Glendale Municipal Court
Needs Assessment, Glendale, AZ

City of Denton Facility Master Plan,
Denton, TX

City of Fresno City Hall, Fresno, CA

City of Las Vegas Administrative Facility
Strategic Plan, Las Vegas, NV

City of Palmdale Civic Center,
Palmdale, CA

City of Reno Civic Center Master Plan,
Reno, NV

City of San Diego Civic Center Master
Plan, San Diego, CA

City of San Jose City Hall Programming
Study, San Jose, CA

Judicial Council of California Superior
Court Facility Master Plans,
13 Sites, CA

Maricopa County Office Building
Program, Maricopa County, AZ

Multnomah County Courthouse
Renovation Study, Portland, OR

San Francisco International Airport
Strategic Plan, San Francisco, CA

Santa Clara County Civic Center
Master Plan, Santa Clara County, CA

State of California Bay Area Facility
Master Plan, CA

State of California CDC Mental Health
Facilities Master Plan, Statewide

State of Nevada Public Safety
Consolidation Plan, Las Vegas, CA

State of Washington WDC Facilities
Master Plan & Assessment, Statewide

Transbay Joint Powers Authority
Terminal, San Francisco, CA

Academic

Pepperdine University Furniture
Guidelines and Standards &
Programmed Administration Website,
Malibu, CA

Stanford University Mechanical
Engineering Renovation/Re-use Study,
Stanford, CA



Pamela Owen Adams continued

University of California-Berkeley
Business School Facility Program & Site
Evaluation, Berkeley, CA

University of California-Davis Social
Sciences & Humanities Building,
Davis, CA

University of California-Davis Student
Services Building, Davis, CA

Corporate

Aera Energy Corporate Headquarters,
Bakersfield, CA

AT&T UK Facilities Consolidation Study,
London, United Kingdom

Bank of America Data Center Facility &
Workplace Strategy, San Francisco, CA

Bank of Hawaii Data Center Facility
Strategy, Honolulu, HI

Chiron Strategic Facilities Planning,
Emeryville, CA

Kaiser Permanente Space Management
Process, CA

Lifescan Strategic Facilities Plan,
Fremont, CA

Microsoft Corporation Issaquah
Highlands Due Diligence & Master Plan,
Redmond, WA

Microsoft Corporation Treasury Trading
Room, Redmond, WA

PG&E San Francisco Service Center
Master Plan, San Francisco, CA

SJW Land Highest & Best Use Study,
San Jose, CA

Sunset Publishing Facility Master Plan,
Menlo Park, CA

3COM Field Office Strategy,
Nationwide

Toyota Motor Sales National Facility &
Site Assessment Study, Los
Angeles, CA



Brian Jennett, AIA, AICP

Senior Associate / Architect and Urban Planner
HOK Advanced Strategies

Education

University of California, Berkeley, CA
Master of City & Regional Planning

Master of Architecture

Bachelor of Environmental Design

Cranbrook Academy of Art

Master of Architecture / Urban Design

Professional Registration

Registered Architect, CA #30377

Memberships

Member, American Institute of
Certified Planners

Member, American Planning
Association

Member, American Institute of
Architects

Member, Urban Land Institute

Member, San Francisco Planning and
Urban Research (SPUR)

Brian joined Advance Strategies after serving for several years as a Project Manager and Designer for The HOK Planning Group in San Francisco. With ten years of experience in a broad range of jobs related to urban planning and architectural design, he leads teams and coordinates with clients and consultants on a wide range of planning, programming, and design work. Brian has extensive experience in Asia, where he lived for several years.

Experience

San Diego Downtown Plan
San Diego, California

San Francisco Central Waterfront Plan
San Francisco, California

Diridon Station Multimodal Transit
Planning Redevelopment Plan
San Jose, California

Other Significant Experience

Doha Lusail Beach Concept Master
Plan
Doha, Qatar

Zhenhai New Town Master Plan
Ningbo, China

Sanya Blue Coast Waterfront
Redevelopment
Hainan Island, China

Nusajaya Central Master Plan
Johor, Malaysia

The Venetian Macau Casinos Master
Plan
Macau SAR, China

Bao An Central Business District
Shenzhen, China

Fort Bonifacio Master and Specific
Plans
Metro Manila, Philippines

Kaoshiung Harbor Redevelopment &
Waterfront
Kaoshiung, Taiwan

Pier 16 Mixed-Use Waterfront
Development
Shanghai, China

Cavite New Town Master Plan
Philippines

Concepcion New Town Master Plan
Luzon, Philippines

Bataan Technology Park Master Plan
Subic Bay, Philippines

Energy City Corporate Office Park
Doha, Qatar

High Speed Rail Urban Design
Concepts
Taiwan

Hsinchu Science Park, Phase II,
Hsinchu County
Taiwan



Brian Jennett, AIA, AICP (continued)

Senior Associate / Architect and Urban Planner
HOK Advanced Strategies

Jockey Club Master Plan
Metro Manila, Philippines

Kaoshiung University New Town
Kaoshiung Province, Taiwan

Santa Ana Master Plan
Metro Manila, Philippines

Shanghai University City Development
Shanghai, China

Taguig Strategic Concept Plan
Metro Manila, Philippines

Taitung Hot Springs Resort
Taitung, Taiwan

Florida Power & Light St. Lucie
Nuclear Plant Site Master Plan
West Palm Beach, Florida

Florida Power & Light Site Building
Assessments
Jensen Beach, Florida

Pepperdine University Space
Utilization Study
Malibu, California

University of California Merced Long-
Range Development Plan
Merced, California

Vietnam National University at Hanoi
Campus Master Plan
Hoa Lac, Vietnam

Petronas University Master Plan
Malaysia



Charles Brandau

Senior Associate
Senior Landscape Architect

Education

Harvard University Graduate School
of Design,
Master in Landscape Architecture

University of California, Los Angeles,
Graduate Study in Architecture

University of California, Berkeley,
*Bachelor of Arts in Landscape
Architecture with Honors*

Registration

Landscape Architect California #2231

Memberships

American Society of Landscape
Architects (ASLA)

San Francisco Planning and Urban
Research Association (SPUR)

With 25 years of experience in landscape architecture, Charles Brandau is currently a senior designer with The HOK Planning Group in San Francisco. Mr. Brandau has been responsible for the design of projects in corporate, commercial, educational, institutional and transportation settings, as well as urban design and planning. His project involvement includes all phases of project delivery, including master planning, schematic and detailed design, and construction documentation.

Experience

Alameda Point Master Plan
Alameda, California

City of Ten Thousand Buddhas
Master Plan
Talmage, California

Putrajaya Master Plan
Sepang, Selangor, Malaysia

195 Beale Street
San Francisco, California

333 Market Street
San Francisco, California

One Bush Street
San Francisco, California

555 Market Street
San Francisco, California

611 Gateway Boulevard
South San Francisco, California

621 Capitol Mall
Sacramento, California

801 Gateway Boulevard
South San Francisco, California

Exposition Park
Los Angeles, California

Cedar Grove Housing,
*Sequoia & Kings Canyon National Parks,
California*

Chalone Creek Housing
National Park Service, Western
Region
Pinnacles National Monument, California

Santa Rosa Island Housing
National Park Service, Western
Region

Channel Islands National Park, California

Humanities & Social Sciences Building,
University of California, Santa Barbara,
Santa Barbara, California

Pardall Corridor, University of
California, Santa Barbara
Santa Barbara, California

Physical Sciences, Unit 2, University of
California, Irvine
Irvine, California



Charles Brandau (continued)

Thornton Center for Engineering
Management, Stanford University
Stanford, California

Pleasanton Corporate Commons
Pleasanton, California

MacArthur Court
Newport Beach, California

Westpark
Irvine, California

Advanced Micro Devices, Greenfield
Site
Sunnyvale, California

Apple Research & Development
Campus
Cupertino, California

Biogen Idec Pharmaceuticals Research
and Corporate Campus
San Diego, California

Nortel Saint-Laurent Campus
Montreal, Quebec, Canada

Nortel-Santa Clara Campus
Santa Clara, California

Novell San Jose Campus
San Jose, California

PeopleSoft Headquarters, Phase 1
Pleasanton, California

Samsung Electronics Research &
Development Center
Suwon, South Korea

Mulia Hotel Senayan
Jakarta, Indonesia

Franchise Tax Board
Sacramento, California

Forensic Laboratory and Coroner's
Office
County of San Mateo, California

State Compensation Insurance Fund
San Francisco, California

State Office Building at Butterfield
Way
Sacramento, California

New Doha International Airport
Doha, Qatar

New Doha International Airport
Doha, Qatar



Tab 4 Relevant Experience



San Jose Water District

Delmas Avenue Development Site

San Jose, California

Size

7 acres

Completion

2004

Client Reference

Janelle McCombs

San Jose Water Land Company

374 West Santa Clara St.

San Jose, CA 95113-1502

(408) 279-7986 (t)

(408) 279-7934 (f)

janelle_mccombs@sjwater.com

HOK conducted this best use study in support of a general plan amendment for their 11.5 acre parcel in San Jose. The Valley Transit Authority (VTA) wished to acquire about three and one half acres of the site for a new light rail station. The downtown property is immediately adjacent to Diridon Station, San Jose Arena and the Guadalupe River Park. Land uses studied included residential, office/commercial and retail. The HOK study focused on four key tasks: meetings with the City of San Jose Planning Department and the Redevelopment Agency to determine likely policy/regulatory parameters such as desired land use, height limits, etc.; site planning studies to determine the physi-





San Jose Water District continued

cal holding capacity of the site, given reasonable assumptions about future entitlement, parking ratios, etc.; transportation/parking modeling and analysis based on the development programs recommended by the site planning studies; residual land analysis to estimate the value of the land both with and without the light rail parcel.





Transbay Transit Center

San Francisco, California

Size

1,000,000 gsf

Completion

May 2005: Program Update & Preliminary Massing Studies;
June 2006 : Site Development Controls and Design Guidelines;
Ongoing: Design and Coordination

Reference

John Harmer
URS Corp
201 Mission Street
Suite 2750
San Francisco
CA 94105
415.777.0188
415 343 2450 (main number)

HOK San Francisco Planning Group, with the HOK Architecture and Advances Strategies Group, is currently involved in planning efforts for the replacement of the downtown Transbay Terminal. For the Transbay Terminal Joint Powers Authority (TJPA) and program managers URS Corporation, HOK's responsibility is to produce a building program update, retail analysis, alternate massing and building studies, site design and open space planning and a design guidelines report. Coordination will continue through city and agency reviews lead





Transbay Transit Center continued

ing to an anticipated design competition in mid-2006.

The new Transbay Transit Center at 1st and Mission Streets will provide a:

- New five-level, three-city block long terminal building
- New elevated bus viaducts leading to the Bay Bridge
- 1.3-mile subsurface extension of Caltrain's commuter rail service
- Accommodation for the Future California High Speed Rail system.
- Temporary and permanent bus terminal and storage facilities, including retail, entertainment, conference, educational and cultural space.
- Plazas and an improved pedestrian alleyway and sidewalk system.

The new Transit Center will be used by over 45 million passengers per year, removing over 8,000 daily auto trips from Bay Area highways and providing seamless connections to Marin, the East Bay, the Peninsula, San José, SFO airport and beyond.



China Basin

Bioscience Addition, Landscape Improvements
San Francisco, California

Size

60,000 SF

Completion

Ongoing

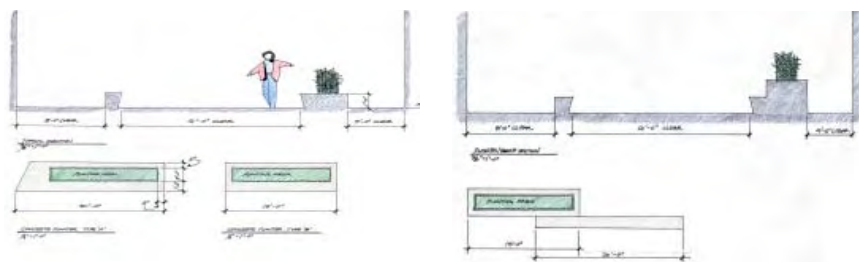
Client Reference

Edward W. Cook III
Co-President
McCarthy Cook & Co.
Metro Center at South Coast
575 Anton Boulevard, Suite 590
Costa Mesa, CA 92626
(714) 427-1849 or (310) 341-4816



China Basin at 185 Berry Street is quickly transforming itself to support the Mission Bay Area as one of the world's leading center's of biotechnology and clinical research. With UCSF's expansion of their Mission Bay campus into the China Basin complex, and with the California Institute for Regenerative Medicine's headquarters for Stem Cell Research located one block away, this expansion will support the tenant's potential for significant interdisciplinary scientific collaboration.

The HOK Planning Group was asked to enliven the Pedestrian Mall, which is the long, linear space between buildings, and to re-invent the Wharf-side Promenade abutting Mission



Creek, in order to provide an inviting place for people that is integrated into the fabric of the surrounding neighborhood. An emphasis upon greening and amenity will provide a pleasant, relaxing environment for the many employees of the adjacent facilities, supplanting the industrial atmosphere that currently exists.

The Pedestrian Mall will be transformed from a tunnel-like enclosure into interactive social spaces via land-

scape improvements for planting, paving, seating and lighting that break up the long span of the space. Similarly, an updated planting design and additional site furnishings will enliven the Wharf-side Promenade and enable it to become an attractive waterfront amenity.

The landscape design is being developed concurrent and in collaboration with HOK's architectural building expansion & interior redesign.



Foster City Master Planning

Foster City, California

Size

various

Completion

Ongoing

Client Reference

Rick Marks

Community Development Director

City of Foster City

610 Foster City Blvd.

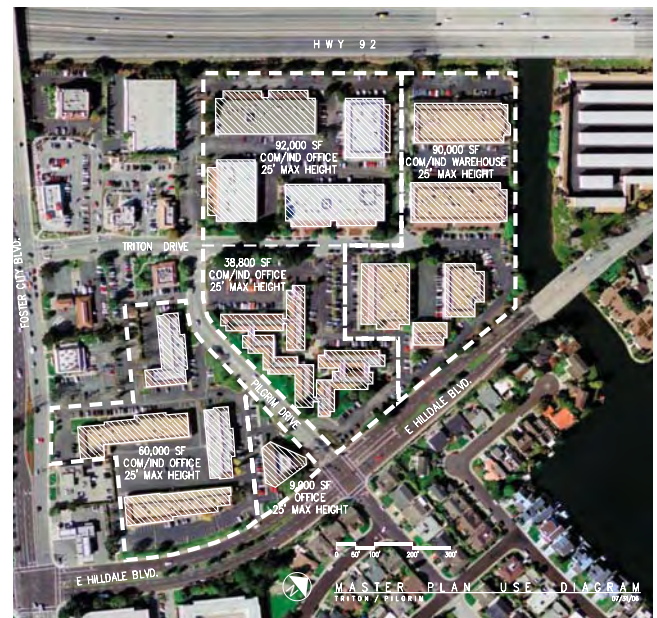
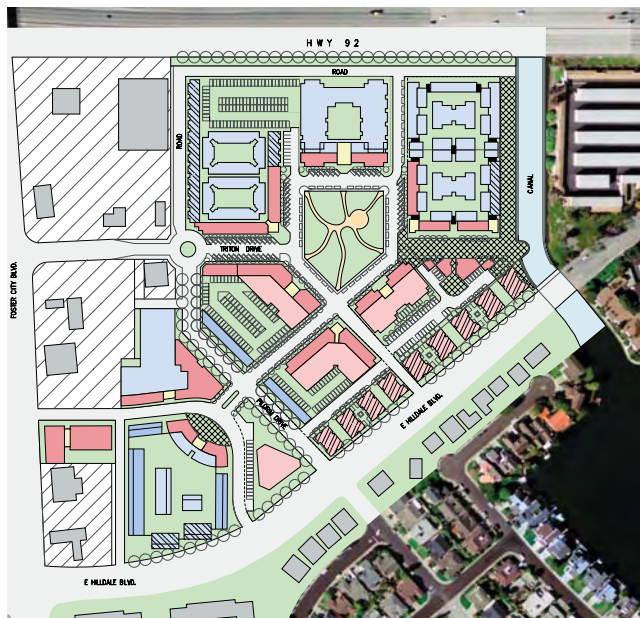
Foster City, CA

For over 25 years, HOK has been assisting Foster City and the private sector in master planning several key areas of the town. The first significant project was the master planning and implementation of the commercial and retail core. This led to HOK designing the corporate headquarters for VISA. An adjacent community retail shopping center and townhomes were also included as part of the new town center.

Currently, HOK is involved with multiple owners and the City to plan the redevelopment of an under utilized commercial and light industrial area

into a more dense and cohesive part of the community. The plan accommodates certain existing businesses/structures designated to remain while phasing in new roads, open space and mixed-use development tailored for the different owners. The aim is to improve the connectivity of the community, offer new amenities and increase the City's business base while retaining the existing businesses.

Other pending work is planning the redevelopment of another precinct where a bio-tech and high-tech industrial facilities will be accommodated in a more dense and compelling plan.





Foster City Master Planning continued





Esquire Plaza

Sacramento, California

Size

511,000 sf, 75 acres, 440 parking spaces

Completed

1999

Reference

David Taylor

David Taylor Interests

916.556.1215

The Esquire Plaza is a great example of creating a "pedestrianized" street that reintroduced the automobile into what had been a car-free zone. Thirteenth Street is the terminus of the K Street Mall that had been re-developed in the 1960s as a transit/pedestrian-only street. The new Convention Center that fronts onto 13th Street created a formal terminus to the K Street axis. The other surrounding land uses include a Community Theater and a Hyatt Hotel. Unfortunately, the project site itself had become totally derelict with abandoned storefronts including an old Julia Morgan Building. Our client worked very closely with the city to re-introduce automobile access onto 13th Street. This resulted in a project that included an office tower with ground floor restaurant and retail as well as a new OmniMax theater that incorporated the facade of the existing art deco movie-house (the Esquire) with the new theater structure. Shortly





Esquire Plaza continued

after this project was completed the same client group began development of a Starwood Hotel utilizing the existing Julia Morgan building for the hotel's entry/restaurants/lobby and adding a tower for rooms.

Originally, opening this street to automobile traffic was of some concern to the City of Sacramento, the Community Theater and especially the Hyatt Hotel. However, it was clear that unless there was accommodation for automobile access the empty storefronts would remain vacant for the foreseeable future. In spite of these original concerns the finished project is well received by the surrounding community. Pre-existing retail at the base of the Hyatt is doing thriving as it had never done before. The mix of restaurants, theaters, hotels and convention centers now have a public open space that is used and enjoyed by all visitors and is the focus of a new "entertainment district", just one block from the state capitol.

The HOK Planning Group developed the idea of a piazza at the intersection of 13th and K that was also the location for the requisite "art in public places" development. The new street is relatively narrow, 10-foot wide lanes to slow traffic down. The street design incorporated widened gutters (4 feet) that were painted as the





Esquire Plaza continued

designated bicycle lanes. But the real traffic calming element is the central art work/fountain. Located in the middle of the roadway it requires that drivers slowly circulate around it. Taken together with the narrow drive isles cars move very slowly along this street. But, access to structured parking is now there, allowing the developer to have a needed drop-off zone and access to structured parking as well as visibility for the retail/commercial. The art/water has become a magnet for the pedestrians in this area. At lunch you see lots of people congregating around it, eating their lunches on the benches and other seating areas that were provided as a part of the development.





Alameda Point Master Plan

Alameda, California

Size

4,000,000 SF

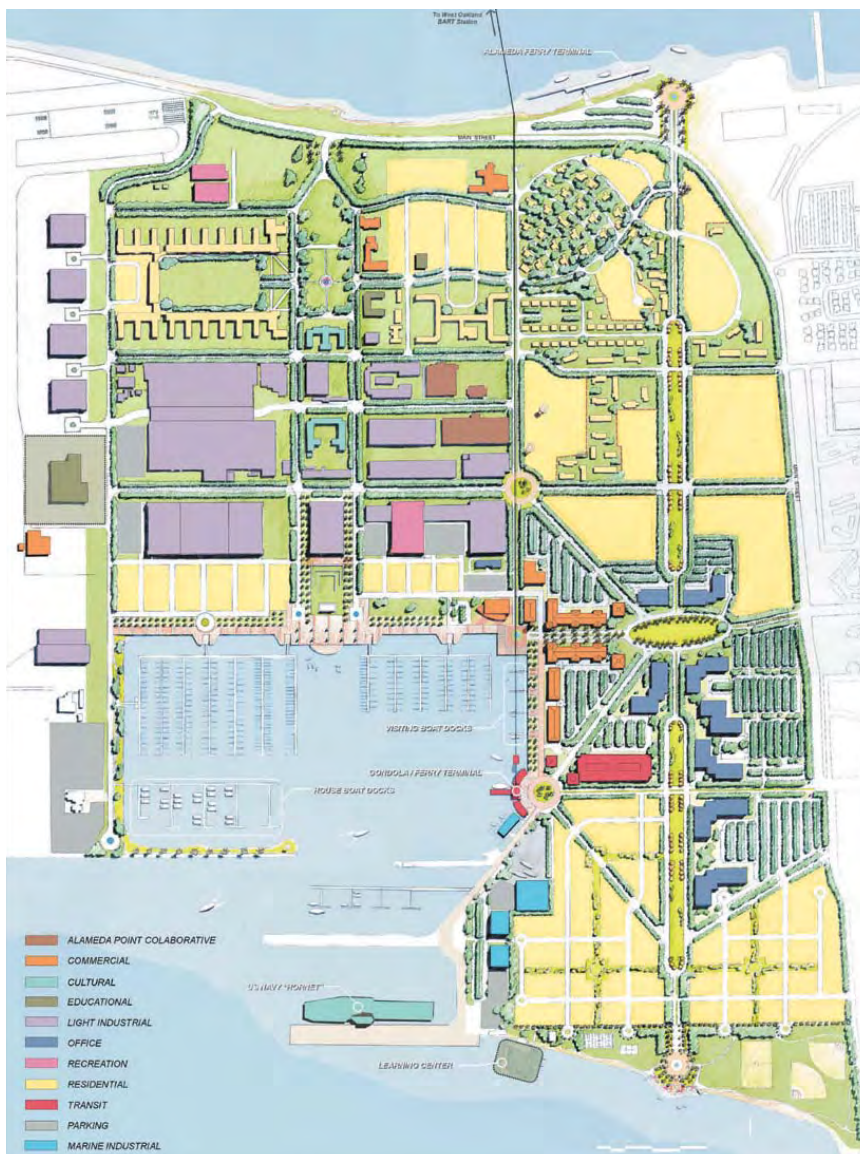
Completion

Ongoing

Client Reference

Rob Richardson
Industrial Realty Group
539 Leeward Court
Traverse City, MI 49686
(310) 787-7474

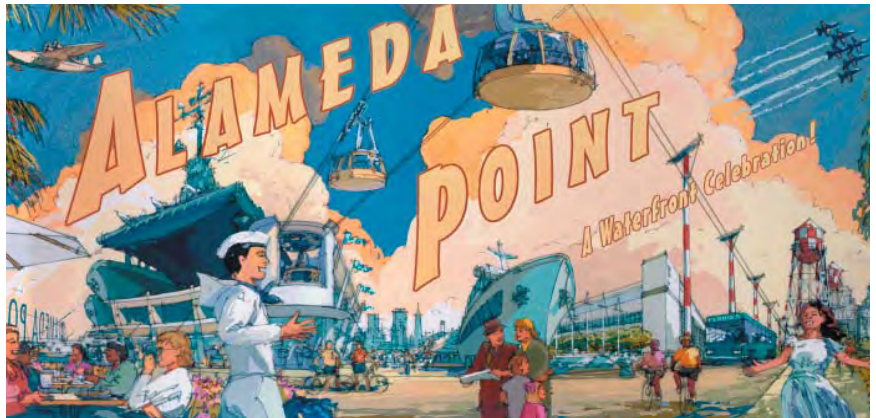
HOK is providing site master planning and architectural design for this 800-acre base conversion project. Alameda Point is the former Alameda Naval Air Station, which was the main point of deployment for troops and ships to Asia during WWII and the Korean War. Having recently gone through the government's conversion process, the project is now owned jointly by the City of Alameda and the development team. The project involves adaptive reuse of historic military buildings including hangars, administrative buildings and housing. The master plan also calls for nearly 3,000 new homes and over 4 million sf of mixed-use commercial development, all of which will be carefully interspersed into neighborhood settings. A major aspect of the master



Alameda Point Master Plan continued

plan involves phasing of environmental mitigation and clean-up of hazardous materials.

The single most significant challenge of the development is transportation. Situated on a Bay Area island between Oakland and San Francisco in the shadow of the Bay Bridge, Alameda Point offers spectacular views and an exceptional geographic setting. The island's only links to Oakland, however, are two bridges and one tunnel, which already pose a challenge for commuters and visitors. In order to address Alameda Point's added density, the development team is installing an innovative transportation system emphasizing sustainability, efficiency and pedestrian use. The plan's centerpiece is a multi-modal transit hub that will link ferries, busses, parking, light rail, as well as a high-speed aerial tram that will whisk up to 2,500 passengers an hour to the West Oakland BART station in less than two minutes. This link means that anyone can get to BART's busiest transfer station in less than two minutes, downtown San Francisco in less than 10 minutes, and downtown Oakland in less than five minutes.





Jack London Square

Oakland, California

Size

12 City Blocks

Completion

2010

Client Reference

Mr. Jim Ellis
Managing Principal
Ellis Partners, Inc.
433 California Street, Sixth Floor
San Francisco, CA 94104
(415) 391-9800
(415) 391-4711
jim@ellispartners.com



Jack London Square is among the Bay Area's most promising mixed-use opportunities. For decades, JLS has been subject to partial and intermittent attempts at development programs, none of which viewed the district as a distinct whole. Working closely with the Port of Oakland and Ellis Partners, HOK, SZFM, and ERA are creating an overall master plan that will unify the entire waterfront district, combining government, cultural, commercial, residential, hospitality, retail and entertainment uses into a complimentary whole. The goal is to create a self-sustained village that

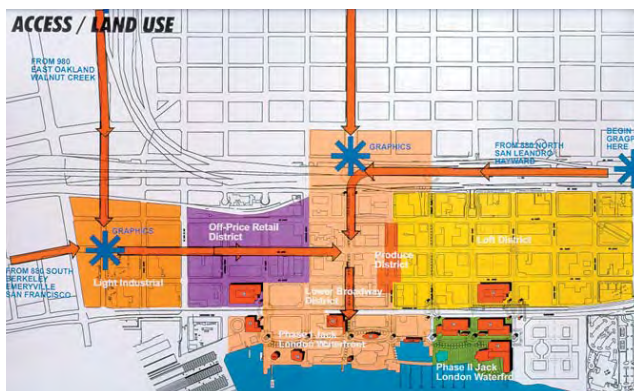




Jack London Square continued

will be the centerpiece of Oakland's tourism identity and the city's most important venue for festivals and public events.

At the core of HOK's concept is integration of various uses with a coherent circulation plan that combines vehicular and pedestrian traffic with parking and proposed transit solutions. The proposed BART station will serve as a focal point providing much needed access and visibility to JLS. Rather than segregating JLS into districts for each use, individual projects are planned to coexist within a truly mixed village setting; government, retail, entertainment, commercial and residential will be interspersed throughout the district.





University of California, Berkeley

University Village Master Plan, Step 2

Codornices Creek Restoration and Improvement Project

Albany, California

Size

174 acres

2 mile creek corridor

Completed

Creek Improvements:

Phase I - 2005; Phase II - Pending

Campus Master Plan:

Phase I - 1999; Phase II - Estimated

2007

Client Reference

Emily Marthinsen

Assistant Vice Chancellor, Facilities
Services

Physical and Environmental Planning

University of California, Berkeley

94720-1382

A & E Building

tel: 510-643-3387, fax: 510-642-9442

emarthisen@cp.berkeley.edu

The University Village at Albany project was initiated by UC Berkeley to provide much needed graduate student and faculty family housing with recreational and childcare facilities. A phased master plan was developed for this project; it went through a full environmental review process and a three phase (design, public review, and construction) implemen



Work described here and the images that accompany it are representative of the work performed by Crystal Barriscale prior to joining the HOK Planning Group.



University of California, Berkeley continued

tation plan. The second phase, currently under construction, consists of approximately 600 units of housing. This project is anticipated to be certified with a LEED Silver rating.

The adjacent Cordornices Creek was also extensively improved in cooperation with the cities of Berkeley and Albany. Included in the improvements were: remediating contaminated soils; reconfiguring the channelize flow to a more natural meander; providing native habitat and ecosystem; flood control measures; and a Class 1 bikeway and pedestrian walkways and bridges. Extensive public agency reviews were conducted due to the federally-listed endangered salmon inhabiting the creek.

Crystal was Project Planner for both projects, while with UC Berkeley, Physical & Environmental Planning Department. She coordinated various planning elements: within the UC system, and with adjacent landowners, Cities of Albany and Berkeley, and interested stakeholders. Coordination to ensure timely implementation included: permits, easements, public outreach, and multi-agency agreements.



California State Teacher's Retirement System

West Sacramento, California

Size

Phase 1: 400,000 SF

5.4 acres

Completion

2008 (Currently Under Construction)

Client Reference

Jack Ehnes

CalSTRS

PO Box 15275 MS-1

Sacramento, CA 95851-0275

916.229.3706

HOK's planning study for the California State Teachers' Retirement System (CalSTRS) explored alternative master plan options for an 18-acre site along the Sacramento River. The site identifies the prime locations for several major building components, including a 600-room hotel, parking for 1,400 cars, 620,000-square-feet of office space in two phases, a 100-unit residential tower, and approximately 65,000 square feet of retail / commercial space.

The relationship of such elements as parking, vehicular, and pedestrian circulation, open space, and view corridors to the Sacramento River were studied to achieve the highest and best use of the site. Adjacent land was also studied to identify those parcels critical to future expansion of the project.

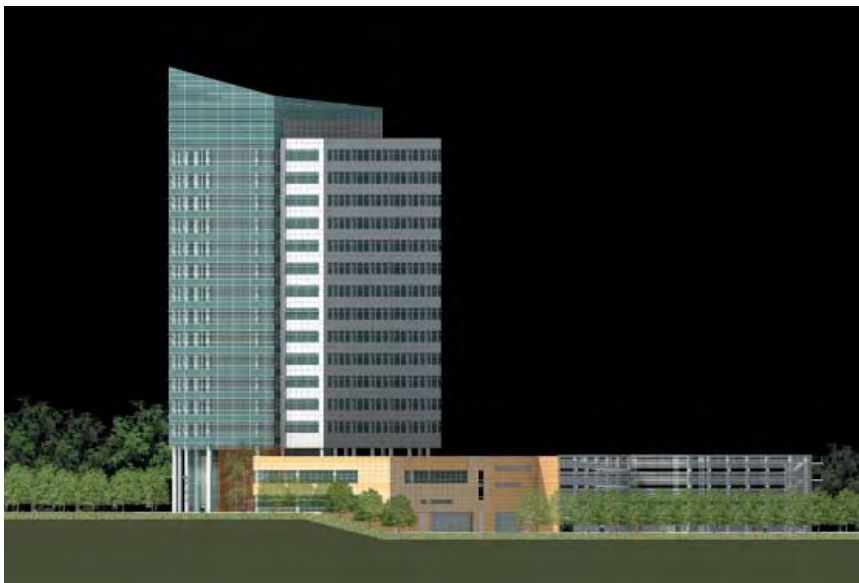




California State Teacher's Retirement System continued

Following the master plan phase, HOK proceeded to design the Phase 1 tower, which consists of 400,000 square feet of office space over a podium parking garage. The front door of the building and outdoor dining are oriented towards the riverfront, located at the top of the levee embankment, while two levels of parking remain unseen behind program space. HOK also created a significant landscaped view corridor adjacent to the "promenade", the primary pedestrian access to the building. The view corridor afforded an opportunity for CalSTRS to meet the city's goal of providing a gateway for public access to the park.

The project is currently under construction, and striving for a LEED Gold rating.





Milpitas Town Center

Master Plan
Milpitas, California

Size

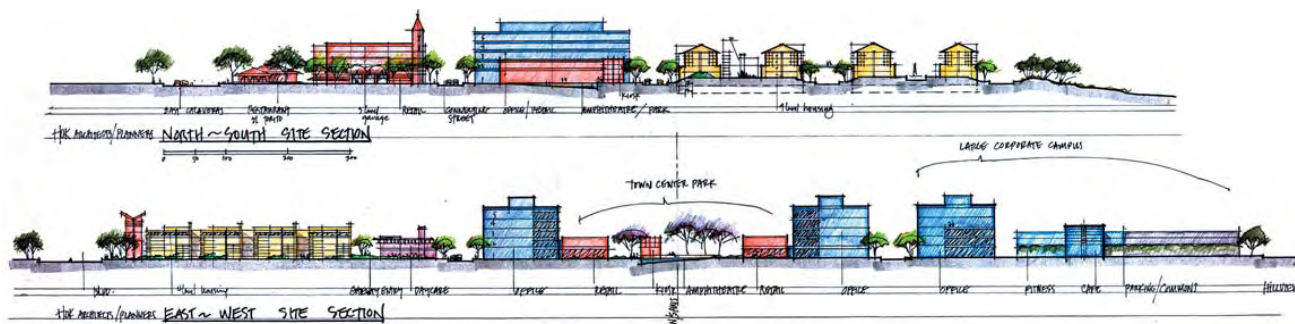
40 acres

Completed

2005

The HOK Planning Group was asked to provide a planning vision for the redevelopment of the Town Center Site in Milpitas, California. The goal of the study was to develop a strategy and a new vision for an older, under-utilized shopping center site adjacent to Milpitas's City Hall, Library and Community Center. The goals of the project were twofold: to create a plan that realized the highest and best use of the property and to develop a phasing strategy that would allow for the gradual transition of existing tenants from the current center into new locations within the proposed development.

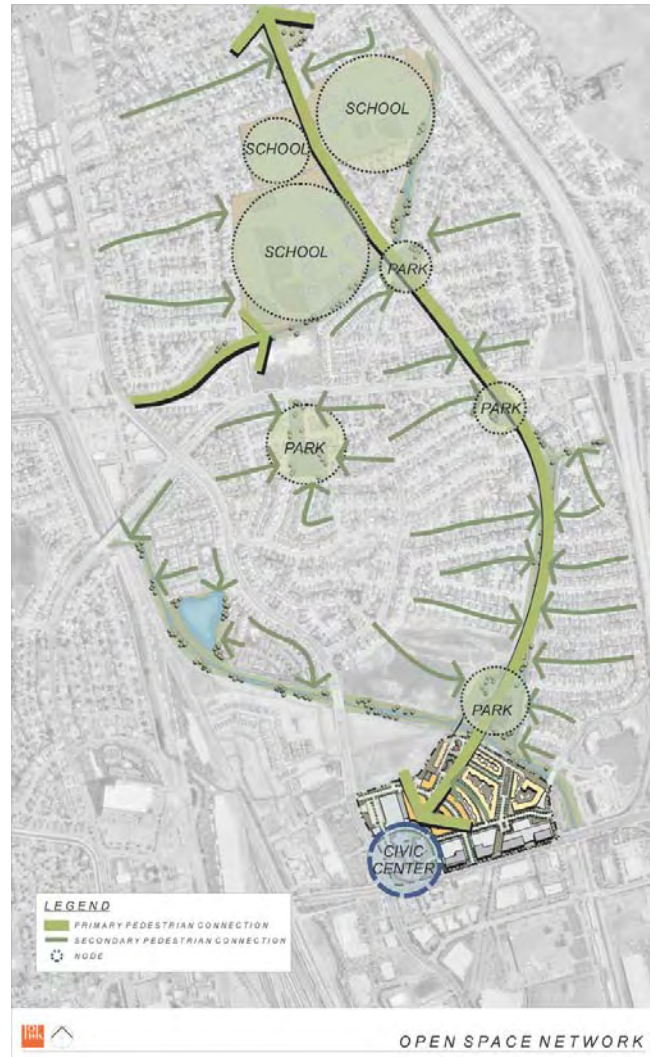
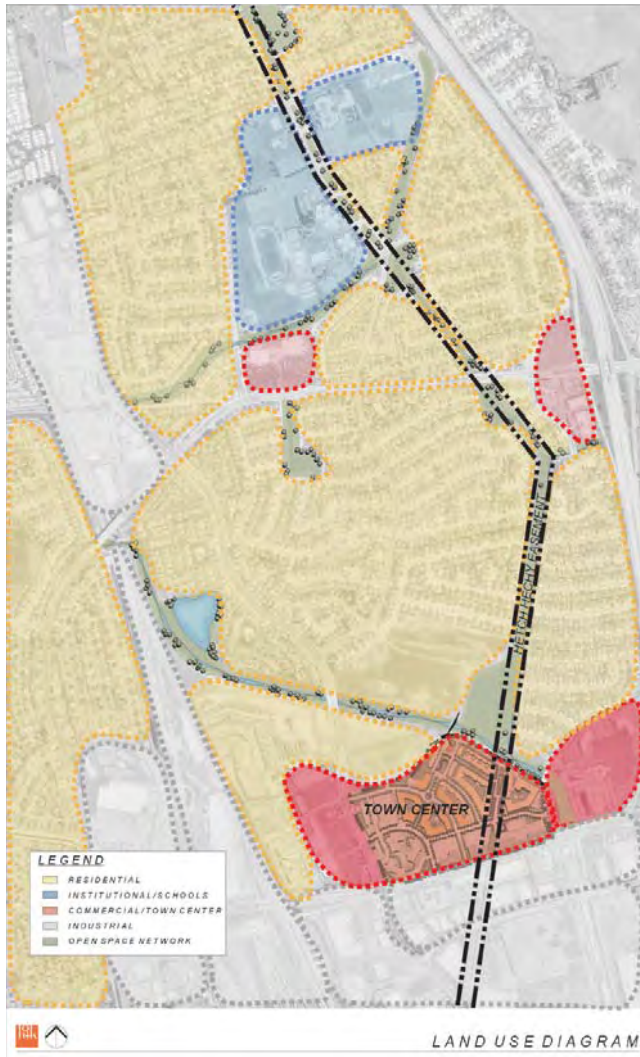
The uniqueness of this vision lies in the introduction of a new pedestrian/bicycle connector that is a continuation of the existing greenway adjacent to the lower density suburban surroundings. The resulting plan creates a newly energized town center that integrates the existing civic center to a mixed new, mixed-use district. This new urban core includes public open space, residential, retail and commercial development and creates strong pedestrian and bicycle linkages to existing community parks and single-family neighborhoods to the north.





Milpitas Town Center

continued





The Crossing

San Bruno, California

Size

27 acres

Completed

2002

The Crossing is a mixed-use community designed to create a rich, urban neighborhood in the city of San Bruno. Located on the former San Bruno Navy site, at the intersection of the Interstate 380 and El Camino Real, the development will give San Bruno an energetic new visibility and identity.

The site is bounded by I-380 to the South and contains a significant number of mature trees located along a central east-west alignment adjacent to the I-380 right of way. El Camino Real provides visibility and street frontage, but its scale and level of vehicular traffic does not encourage pedestrian activity. There is a mandatory easement for the Hetch-Hetchy water line main. Additional utility easements on-site will need to be relocated. The site currently has a 50-foot height limit and would require the approval of San Bruno voters to amend. The EIR assumes that the height limit can be modified to allow development of the program on the site.



The Crossing continued

The master plan concept is based on the creation of a pedestrian oriented, mixed-use community that supports automobile traffic. Streets are pedestrian friendly and include on-street parking, trees and furniture. Parking for both office and hotel is located in a separate garage structure that minimizes construction costs for structure parking and affords maximum circulation.

The plan is organized around two open spaces, "City Park" and "Town Square" that give identity to the surrounding uses. City Park, located off of El Camino Real, allows direct visual and pedestrian access from Commodore Place to the Bart Station across El Camino Real. Limited retail uses, entrances to the hotel and its retail space, and walk-up residential units ensure that this park will be a focal point for pedestrian activities. The existing tree planting is reinforced along El Camino Real to buffer the park from the street and give the site a green edge to the city.

If City Park is the uptown neighborhood, Town Square is clearly the financial district for Commodore Center. The open space utilizes the existing tree planting and provides a green forecourt to the office entrances. Plazas provide areas for seating and outdoor dining. Office and parking elements comprise three corners of the square and housing the other. Ground floor uses for both parking and residential could include a health club and sales center.





The Village at Chesterfield

Development Study
Chesterfield, Missouri

Size

80 acres

Completed

Master Plan - 2003

Client Reference

Kathleen Higgins, President
Sachs Properties
400 Chesterfield Center
Suite 600
Chesterfield MO 63017
(636) 537-1000

Developed for Sachs Properties on a remaining undeveloped 80 acre tract within the previous Chesterfield Village Master Plan, The HOK Planning Group provided conceptual design services for The Village at Chesterfield, a development plan for a mixed-use urban district. The Village centers around four Civic Destinations – the local YMCA, a St. Louis County Library, Chesterfield City Park, and a proposed Performing Arts Theater. The plan creates linkages, both pedestrian and vehicular, to these Civic Buildings. The Village promotes mixed-uses, permits flexibility in a changing market, and functions as a true village center.

Key objectives to the plan included:

- Providing a downtown destination/place for the City of Chesterfield, Missouri.
- Establishing and promoting pedestrian connections throughout the development by providing an appropriate streetscape and building-to-street relationship.
- Creating a public amenity, a 12 acre lake, from the managed storm water runoff.
- Linking proposed green spaces with the existing adjacent Trail/Riparian Corridor.
- 1,000 units of multi-family residential
- 700,000 sf of commercial
- 2.5 million sf of office

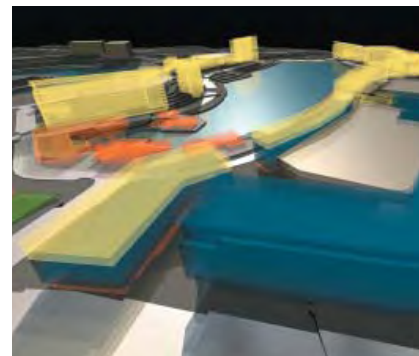
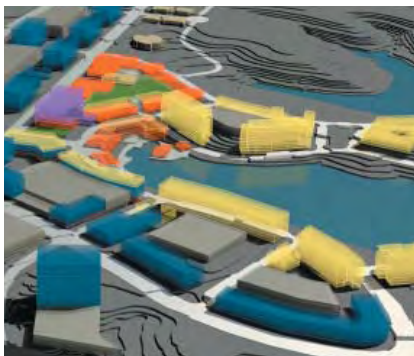


The Village at Chesterfield continued

3 Phases to the Plan include:

- Phase 1 - Mixed use incorporated with previously planned developments, a complete square and surface parking in undeveloped parcels
- Phase 2 - Public spaces, residential uses including townhomes and apartment / condominiums
- Phase 3 - Multilevel parking with liner developments, enhancing the pedestrian environment

Recommendations on street hierarchy, public space and building relationships, and connections to surrounding residential areas were also studied.





Toronto Portlands

Toronto, Canada

Size

60 acres

Completion

Ongoing

Reference

Alfredo Romano
Vice President
United Castan
Corporation
(905)731-3320

The Toronto Portland's redevelopment formed part of a study of ways to reinvigorate and reconnect the city of Toronto to its diverse waterfront. The design program included an overall streetscape and urban design plan and the development of a large park which formed the common ground between proposed residential development and film studios.

The Portland's land sits on a 'post industrial', shipping zone adjacent to Lake Ontario. The site is located within a 5 minute walk from the terminus of the historical Don River Commissioners Park, the Martin Goodman Trail and Tommy Thompson Park.

The site design is based upon the integration of three site specific 'layers'. The historical 'layer' draws upon the post industrial heritage of the site which is reflected in the choice of industrial materials. The second, natural 'layer' builds upon and strengthens connections to parks, trails and natural corridors previously lost. Commitment to sustainable design is manifested through the use of storm water management ponds and native vegetation. The third, film 'layer' superimposes the new, contemporary land uses through series of physical frames that emphasize views, provide linkages and create rich and diverse cultural experience. The Toronto Portland's redevelopment



Toronto Portlands continued

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Harbor Station Mixed-Use Master Plan

Prince William County, Virginia

Size

2,500 acres

Completed

2005

Client Reference

Richard W. Hausler
KSI Services
8081 Wolfrap Road
Suite 300
Vienna, Virginia 22182

Harbor Station is a 2,500-acre master-planned community along two miles of the Potomac Shore. HOK is responsible for the master planning of the 1,000,000 sf Town Center, a 272,000 sf Hotel and Conference Center, Marina Village, and an 18,000 sf golf clubhouse, as well as the architectural design of the Hotel and Conference Center and the golf clubhouse. HOK also completed all Architectural Design and Urban Design Guidelines for the project.

Harbor Station Town Center
The Harbor Station Town Center master plan is based on the goals and objectives of Prince William County's Waterfront Development Plan and is established through the newly adopted Special Use Permit (SUP) within the PMD zoned property. Harbor Station's uses shall be reinforced by the development of pedestrian interconnections, coordinated vehicular circulation, parking, utility corridors, and physical connections between





Harbor Station Mixed-Use Master Plan continued

buildings. The demands of the evolving community will be met by creating livable street designs that account for all constituents of the road system.

Anchoring the overall community, Harbor Station Town Center encompasses 1,000,000 square feet of commercial and residential space, including a premiere hotel and conference center with fitness and spa amenities, golf club, office space, shops, restaurants, and multifamily homes. Civic uses within the Town Center include a public town green, library, police substation, telecommuting center, and an interpretive historical center celebrating the heritage of the Cherry Hill watermen. Public spaces woven throughout the Town Center are connected by the \$7 million trail system design to spur social interaction.

Hotel and Conference Center

The luxury hotel and conference center will fill a regional void of quality meeting space in Prince William County. The \$50 million, 272,000-square foot facility will include 234 guest rooms, 62,000 square feet of meeting, banquet, and support service space, and 13,500 square feet of spa, fitness, and recreation space. Overlooking the Potomac River and Powell's Creek, the hotel-conference center is adjacent to the 18-hole Jack Nicklaus golf course and clubhouse.





Harbor Station Mixed-Use Master Plan continued

Harbor Station Marina Village

At the southernmost edge of Harbor Station, on the Potomac River, lies Harbor Station Marina Village. This waterfront neighborhood is anchored by a future 350-slip marina, which can accept yachts up to 100' in length. Harbor Station offers the only publicly accessible marina located directly on the Potomac River, thus creating a destination for visiting yachts. Harbor Station Marina Village will also offer a variety of themed shops, restaurants and 50 direct waterfront condominiums.



Harbor Station Marina Village will also feature an active adult community with 700 multifamily homes and 250 single-family homes. This private, gated community is designed for adults that are 55 and older and will have a distinct amenity package designed for the audience.



Golf Clubhouse

Situated on a Town Green with a dramatic vista of the Potomac River the 18,000 square foot clubhouse will be a centerpiece of the Town Center. The clubhouse faces a great lawn, giving it a prominent civic presence on the site, and it will serve as a landmark for residents, visitors, and members alike. The building features a variety of private dining areas and bars, men's and women's locker rooms, pro shop, and banquet hall.



Bass Street Landing

Development Master Plan
Moline, Illinois

Size

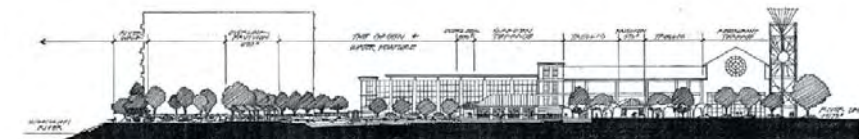
8.8 acres

Completed

2001

Client Reference

Ms. Nancy Mulcahey
Economic Development Manager
Planning & Development Department
City of Moline, Illinois
619 16th Street
Moline, Illinois 61265
(309) 797-0708
Fax: (309) 797-0479



Bass Street Landing, located between the banks of the Mississippi River and the John Deere Collector's Center and Pavilion, continues a dramatic urban revitalization in Moline, Illinois. The HOK Planning Group's master plan for the site includes a Public Improvements Plan in association with the Bass Street Landing mixed-use development project. The proposed 8.8-acre Bass Street Landing development consists of commercial, retail, restaurant, office, residential and structured parking to support the various uses.

The HOK Planning Group is coordinating the Schematic Design for public improvements with Renew

Moline and the City of Moline, as well as developers of the project. Significant design components include streetscape improvements to 17th Street, a riverfront plaza and prom-

enade, integration of the proposed rowing club building along the river, a landscaped park and a 'summer/winter' plaza that allows flexible events, such as a farmers market and ice skating.



Queens West Development at Hunters Point

Queens, New York

Size

73 acres

Completed

Phase I - 1999

Phase 2 - Pending

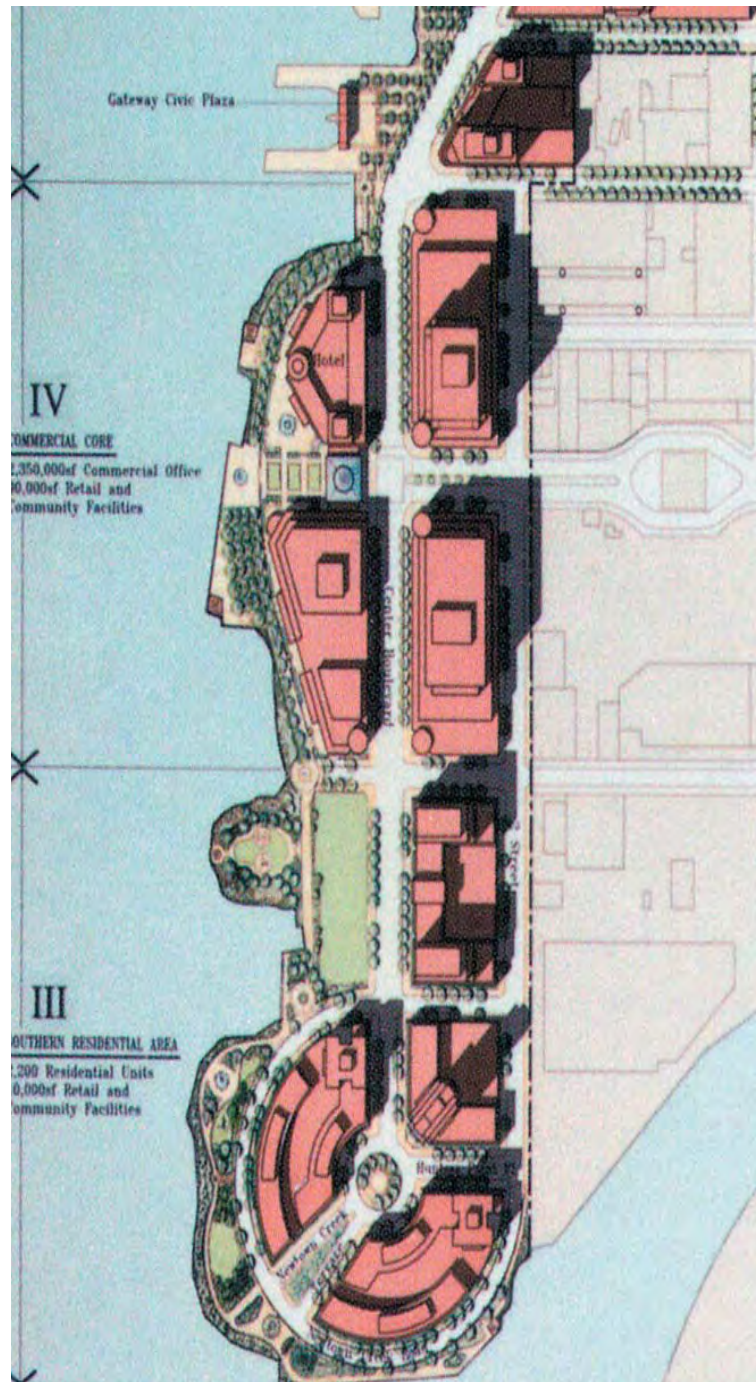
Opposite the United Nations and one subway stop from Grand Central Terminal, this 73-acre East River waterfront site is planned for 6,400 residences, 2.4 million SF of offices, 225,000 SF of retail, a 350-room hotel, a public school, a community recreation center, a continuous waterfront esplanade, civic plazas, and five public parks. Parking for 5,350 automobiles will be provided. Existing east-west community streets are linked to the waterfront. A new north-south boulevard curves to frame impressive Manhattan views. Crystal Barriscale was directly involved in this project for 16 years while Director of Planning & Urban Design at Beyer Blinder Belle LLP.



Work described here and the images that accompany it are representative of the work performed by Crystal Barriscale prior to joining the HOK Planning Group.



Queens West Development at Hunters Point continued





Governors Island Land Use Study

New York Harbor, New York

Size

174 acres

Completed

1997

For the U.S. General Service Administration, a land use study was prepared to take a land and building inventory of the 174-acre island, formally a US Coast Guard facility; assess its redevelopment potential with an extensive public forum process; and recommend a range of potential redevelopment options. Crystal Barriscale, while at Beyer Blinder Belle LLP, led a multi-discipline consultant team to prepare an award-winning Land Use Study.



Work described here and the images that accompany it are representative of the work performed by Crystal Barriscale prior to joining the HOK Planning Group.

Governors Island Land Use Study continued





Dubai Marina

Dubai, United Arab Emirates

Size

Master plan: 578 hectares,
Phase 1: 11.5 hectares

Completed

Phase 1: 2004

Client Reference

Mr. Issam Galadari
EMAAR Properties
9440 PO Box
Dubai UAE

Six residential high-rise towers and 64 villas have been successfully completed in the first phase of the Dubai Marina resort and recreation community in Dubai, UAE. It is the first western resort-style environment of its kind in the Middle East. This is a US\$12 billion project which will be sequentially phased over the next seven to ten year period. The development programme includes 1,100 units of mid-range to luxury housing in unit types varying from one to five bedrooms. The intent of the development team is to create a benchmark, for resort living in the emerging tourism market of the Middle East Gulf States region. Each of the six towers will have a different, but complementary landmark feature on the desert skyline, serving as a gateway to the development. Proposed building architecture is a modern interpretation of indigenous architectural design



Dubai Marina continued

features found in the region. Thematic ideas of the oasis, and the discovery of water in the desert are highlighted with lush, rich landscaping.

Highlighting the water theme, pedestrian and traffic planning on the site incorporates bicycle paths, pedestrian pathways, water taxis, and extensive marina planning for large-vessel yachting close to the residential units. The condominium buildings are connected by means of a continuous pedestrian water's edge promenade. The villas, the most valuable of the residential units on the site, front the water's edge and encircle the site, hiding residential and retail site parking in the interior of the base podium. This provides a human, accessible scale to the development at the ground level. A town centre development with 5,600 square metre retail development, shops and plazas, cafes and restaurants, and 1,860 square metres of amenity space and recreation facilities enhances the character of the district. The residential is designed to integrate on a quality level with existing and proposed five star hotels along the Jumeira Beach edge of the Gulf.

The individual six towers are oriented to enhance exposure to the spectacular site, which provides golf course, grand canal and sea views. Balconies within the units are large outdoor rooms



Dubai Marina continued

that are shaded and positioned for optimal views. Interior layouts have a “great room” concept, which is a large combined living and dining room with a separate bedroom wing and family area provided according to local custom. Separate secondary access to the larger four and five bedroom units facilitates servant access and servicing of the suites. Variety in types and configurations of units, plan flexibility and finish options for condominium owners were key aspects of the residential design. Privacy issues were carefully considered in respect of local customs.





Sanya Phoenix Water City

Hainan, China

Size

210 Hectares

1,245,600 sm

The Masterplan for Sanya Phoenix Water City represents a vision that celebrates natural riparian qualities, rich ecosystems and cultural heritage, providing sustainable alternative to Sanya's traditional beach resort identity. Situated in the southernmost province of Hainan Island, the Water City is Sanya's retreat into a realm of lush privacy, a residential resort in a fresh, invigorating natural environment. The site presents a unique challenge: transforming an aquacultural environment into a prestigious development. As the quality of residential development throughout China continues to improve, this landmark water-based community takes a leading role as a model of sustainable, diversified living.

The wetlands to the north are protected from overdevelopment by a new hill with hillside villas. The east and west edges provide a choice of urban living, reducing the pressure on the center. The center of the project blends nature and private living well



Sanya Phoenix Water City continued

protected from the outside, organized around a series of canals and natural waterways derived from existing aquacultural geometries. Resort hotel, retail, and semi-public uses provide transition toward the greater activity and density centres and corridors of Sanya City, and become destinations themselves to enrich the vitality of the place for residents and visitors alike.





Fukuyama City Coastal Area Development

Master Plan

Fukuyama City, Japan

Size

450 acres

Completed

1991

The primary focus of the conceptual master plan developed by HOK, in association with the George A. Fuller and Toray Construction Companies, for the City of Fukuyama, Japan, was the redevelopment of a former industrial tract into a vibrant, urban-style waterfront district. This extensive area borders a canal that provides the city with access to the Japan Sea. HOK also evaluated and commented on preliminary plans developed by the City for six other coastal sites.

The team's program called for four major mixed-use developments that would interact and support one

another. These were linked with a series of parks and open spaces, pedestrian promenades and walkways, roadways, and the canal itself, with water taxis and other water craft providing picturesque, convenient transportation. The focal point was a grand basin of water surrounded by hotels, museums, a small amusement park, and a convention center — all interspersed with festival retail facilities. An adjacent new town center district with office buildings and retail areas bordered an expansion of an existing Rose Festival Garden. Buildings, staggered for views of the basin, were clustered around indi





Fukuyama City Coastal Area Development continued

vidual plazas with one central plaza creating the area's main focus. A private yacht and tennis club with a communications center next to it and a city marina at the canal's entrance completed the plan. The marina area included a farmer's market, corporate headquarters complex, and residential complex, integrated to form an attractive entryway into the City from the sea.





West Kowloon Waterfront

Hong Kong

Completed

2000

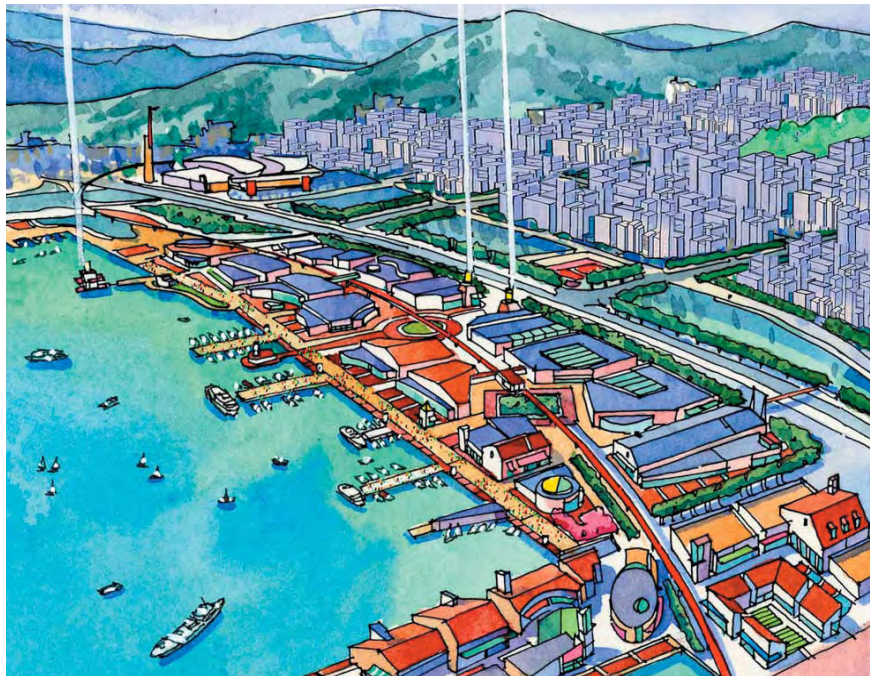
The West Kowloon Waterfront master plan introduces new life into Hong Kong's Victoria Harbour, creating a mixed-use urban center and international tourist destination on reclaimed land north of Hong Kong Island. This exciting combination of recreation, commercial and tourist amenities, unified by a premier harbor-front promenade and monorail system, reinforces Hong Kong as the "City of Life."

The plan addresses several key issues that have impeded development and economic prosperity along the West Kowloon waterfront. Existing land uses in the area are disjointed, underutilized and lack a centralized focus. Though highly visible, the area is aesthetically unappealing and lacks character.

The plan forms five distinct, yet connected nodes along Victoria Harbor including, an Arts and Cultural District, Convention Center, Island Park, Stadium for Asian Games and a Wholesale Market. Each of these components builds on existing assets and is a celebration of both historical elements and new cultural features Hong Kong has to offer.



West Kowloon Waterfront continued





Waterfront Development Planning Experience

Alameda Point Master Plan
Alameda, California

Aqaba Waterfront Development
Aqaba, Jordan

Bass Street Landing
Moline, Illinois

Belle Island Lake
Oklahoma City, Oklahoma

Bridgeview Corporate Center
Elizabeth, New Jersey

Bubiyah Island Environmental
Assessment and Master Plan
Bubiyah Island, Kuwait

Chesterfield Village
Chesterfield, Missouri

Chouteau Lake District
St. Louis, Missouri

Dianshan Lake Resort
Shanghai, China

Dubai Marina
Dubai, UAE

Eastern Mangrove Island Concept Plan
Abu Dhabi, United Arab Emirates

Fuga Island
Environmental Suitability Analysis
Remote Location, Philippines

Fukuyama City Coastal Area
Development
Fukuyama City, Japan

Haikou Resort
Haikou, Hainan, China

Harbor Station
Mixed-Use Master Plan
Prince William County, Virginia

Jack London Square
Oakland, California

Kai Tak Archipelago
Hong Kong, China

Las Olas (ISHOF)
Ft. Lauderdale, Florida

New City on Daya Bay
Daya Bay, Guangdong, China

Perdido Key
Pensacola, Florida

Proyecto Cancun
Cancun, Mexico

Sahl Hasheesh Bay
Hurghada, Egypt

San Jose Water District
San Jose, California

Sanya Phoenix Water City
Sanya, Hainan Island, China

Stapleton Cove
Staten Island Homeport
Staten Island, New York

St. George Intermodal & Cultural
Center
Staten Island, New York

Sun Center
Jakarta, Indonesia

Sunshine City
Shenzhen, China

Suyoung Bay Area Development
Pusan, Korea

Taguig Strategic Concept Study
Metro-Manila, Philippines

The Resort @ Lake Nona
Orlando, Florida

Toronto Portlands
Toronto, Canada

TsingYi "Film City" Theme Park
Tsing Yi Island, Hong Kong, China

Troia Resort Master Plan
Setubal, Portugal

UAQ Marina Development
Umm Al Qaiwain, UAE

West Kowloon Waterfront
Hong Kong



Parks and Recreation Experience

Alex George Recreation Park
Kansas City, Missouri

Asama Sports Resort
Karuizawa, Japan

Baer Plaza
St. Louis, Missouri

Playfields at Battery Park City
New York, New York

Charlotte County Parks & Recreation
O'Donnel Park, South County Park
Charlotte County, Florida

Charlotte County Ranger Stadium
Redevelopment
Port Charlotte, Florida

Conroe Aquatic Center
Conroe, Texas

Dalton Parks & Recreation
Dalton, Georgia

Forest Park Grand Basin
Post Dispatch Lake
St. Louis, Missouri

Forsyth County Parks
Midway Park, Central Park, Coal
Mountain Park
Forsyth County, Georgia

Hermann Park
Houston, Texas

Hoblitzelle Park
Plano, Texas

Juan de Onate
Master Plan and Feasibility Study
El Paso County, Texas

Kahlil Gibran Memorial Garden
Washington, D.C.

Laumeier Sculpture Park
Strategic Master Plan
St. Louis County, Missouri

Legoland Theme Park
Carlsbad, California

Mapleshade Park
Dallas, Texas

Master Park
Hapeville, Georgia

Mid-America Transplant Services
Donor Plaza
St. Louis, Missouri

Oak Knoll Park Pond Renovation
Clayton, Missouri

Piedmont Park - Oak Hill
Rehabilitation
Atlanta, Georgia

Piedmont Park Conservancy
Atlanta, Georgia

Queeny Park Playground Renovation
St. Louis County, Missouri

Rhodes Jordan Aquatic Park
Gwinnett County, Georgia

Rocky Ford Park
Carnesville, Georgia

Sylvan Springs Park
St. Louis County, Missouri

St. Louis County Memorial Park
Clayton, Missouri

St. Louis Variety Playground
Forest Park
St. Louis, Missouri

Stupp Memorial Pavillion - Tower
Grove Park
St. Louis, Missouri

Tampa Cancer Survivors Park
Tampa, Florida

Thumama Park
Riyadh, Kingdom of Saudi Arabia

Toccoa Stevens Rose Lane Park
Stephens County, Georgia

Tribble Mill Park
Lawrenceville, Georgia

Urbanovsky / Goodacre Parks
Texas Tech Campus
Lubbock, Texas

Veterans Freedom Park
Cary, North Carolina

Wayne Gray Sports Complex
Baytown, Texas

West County Regional Park
Port Charlotte, Florida



Land Use Plan Experience

Albany State College
Albany, Georgia

Blue Cross and BlueShield of Louisiana
Baton Rouge, Louisiana

Burnett Field Master Plan
Dallas, Texas

Chouteau Lake District
St. Louis, Missouri

City of Canyon
Land Use Plan Update
Canyon, Texas

City of College Station
College Station, Texas

City of Flower Mound
Flower Mound, Texas

Clarendon Sector Plan
Arlington, Virginia

Collin Crossing
McKinney, Texas

Creve Couer CBD
Creve Couer, Missouri

Dayton Renaissance Plan
Dayton, Ohio

DFW International Airport
Irving/Euless, Texas

Decatur Urban Corridors
Decatur, Illinois

E-470 Corridor
Aurora, Colorado

I-435 Corridor
Kansas City, Missouri

I-55 Corridor
Madison County, Illinois

North St. Louis Riverfront
St. Louis, Missouri

Northwestern Memorial Hospital
Land Use Master Plan
Chicago, Illinois

12th & Menaul Study
City of Albuquerque
Albuquerque, New Mexico



Mixed Use Development Experience

Alameda Point Master Plan
Alameda, California

Aqaba Waterfront Development
Aqaba, Jordan

Arena Central
Birmingham, England

Ballpark Village
St. Louis, Missouri

Batanagas Master Plan
Kolkata, India

Bass Street Landing
Moline, Illinois

Bataan Tech Park
Morong, Bataan, Philippines

Belle Island Lake
Oklahoma City, Oklahoma

Brigade Gateway
Bangalore, India

Bombay Dyeing
Worli Redevelopment Plan
Mumbai, India

Burnett Field Master Plan
Dallas, Texas

California State Teacher's Retirement
System
Western Sacramento, California

Calpine Center / 717 Texas
Houston, Texas

Central Pattana Redevelopment
Bangkok, Thailand

Chesterfield Village
Chesterfield, Missouri

Chouteau Lake District
St. Louis, Missouri

Chongqing
Jiangbei District, Chongqing, China

Collin Crossing
McKinney, Texas

Concord Adex Phase 4
Residential Tower
Toronto, Ontario

Creve Couer CBD Land Use Plan
Creve Couer, Missouri

Dallas Galleria
Dallas, Texas

Dameisha Specific Plan
Shenzhen, China

Dianshan Lake Resort
Shanghai, China

Dubai Festival City Zone 8
Dubai, UAE

Dubai Marina
Dubai, UAE

Enea Conceptual Master Plan
Santiago, Chile

Esquire Plaza
Sacramento, California

Fort Bonifacio
Metro Manila, Philippines

Fukuyama City Coastal Area
Development
Fukuyama City, Japan

Galatyn Park Master Plan
Richardson, Texas

Haikou Resort
Haikou, Hainan, China

Harbor Station
Mixed-Use Master Plan
Prince William County, Virginia

Henkel Mixed Use
Izmir, Turkey

Houston Pavilions Mixed Use Center
Houston, Texas

Huangpu
Shanghai, China

Jabal Al Kabah
Mecca, UAE



Mixed Use Development Experience continued

Jack London Square
Oakland, California

Kai Tak Archipelago
Hong Kong, China

Las Olas (ISHOF)
Ft. Lauderdale, Florida

Long Branch Urban Development
Long Branch, New Jersey

Mall of Asia Central Business Park
Metro Manila, Philippines

MLK-Ashby Commercial Village
Atlanta, Georgia

Metro Center
Foster City, California

Milpitas Town Center
Milpitas, California

Normandy Station
Normandy, Missouri

Nueva Las Condes
Santiago, Chile

Okinawa Mixed-Use
Okinawa, Japan

Park Place South
Atlanta, Georgia

Perdido Key
Pensacola, Florida

Proyecto Cancun
Cancun, Mexico

Riverchase Galleria
Birmingham, Alabama

Robertson Hill
Austin, Texas

Rockville Center
Rockford, Maryland

Sahl Hasheesh Bay
Hurghada, Egypt

San Jose Water District
San Jose, California

San Luis de las Condes
Santiago, Chile

Santa Ana Redevelopment
Metro Manila, Philippines

Sanya Phoenix Water City
Sanya, Hainan Island, China

St. Louis Union Station
St. Louis, Missouri

Sun Center
Jakarta, Indonesia

Sunshine City
Shenzhen, China

Suyoung Bay Area Development
Pusan, Korea

The Crossings
San Bruno, California

The Resort @ Lake Nona
Orlando, Florida

Toronto Portlands
Toronto, Canada

Transbay Transit Center
San Francisco, California

TsingYi "Film City" Theme Park
Tsing Yi Island, Hong Kong, China

12th & Menaul Study
Albuquerque, New Mexico

UAQ Marina Development
Umm Al Qaiwain, UAE

Washingtonian Center
Washington, DC

West Kowloon Waterfront
Hong Kong



Tab 5 Disclosure



Disclosure

To the best of its knowledge neither HOK Group, Inc. or the HOK Planning Group has ever been employed by or worked for: the current property owner, Magna Entertainment, or any of its affiliates or partners, including Caruso Affiliated.

In 1995 the HOK Interiors group in the San Francisco office was hired by Catellus Development Corporation to create a new interior space design for their corporate office located at 2001 Mission Street, San Francisco, CA.

To the best of its knowledge neither HOK Group, Inc or the HOK Planning Group has ever been employed by or worked for the Sierra Club, Citizens for Eastshore State Park (CESP), or Citizens for an Albany Shoreline (CAS).



Tab 6 Compensation Terms



Compensation Terms

Hourly Billing Rates

Following are hourly bill rates for Design Team members through December 31, 2006. *Note: Rates subject to change January 1 of each calendar year.*

The HOK Planning Group

Project Manager	\$225
Senior Project Landscape Architect	\$175
Senior Landscape Designer	\$160
Project Designer	\$120
Landscape Architect	\$120
Landscape Technician	\$ 85
Administrative Staff	\$ 65

Compensation Terms

Reimbursable Expenses – Costs incurred for this project will be invoiced at direct cost. Mileage charges for automobiles shall be at the prevailing rate established by the I.R.S. Anticipated costs include but not limited to:

- Drawing and document printing, binding and reproduction
- Materials related to presentations, charrettes and workshops
- Courier and mail delivery as well as postage
- Local travel: automobile and transit

Architectural models, renderings, digital video simulations and other special high-end presentation graphics shall be produced as needed when approved in advance by the City of Albany. These items will be reimbursed at a 10% administration mark-up. Applicable sales and use taxes will be applied.

Sub-consultant Expenses – Sub-consultants who are contracted directly with HOK will be included on our monthly invoices at direct cost.

Project Team's Estimated Distribution of Hours and Responsibilities

Team Member	Estimated % of Hours	Responsibility Matrix			
		Client Meetings	Public Meetings	Project Management	Land Use Options
Planning Director	25	●	○	○	●
Project Manager	30	○	○	●	○
Visioning Facilitator	10	○	●	○	○
Land Use Planner	25	○	○	○	○
Landscape Architect	5	○	○	○	○
Planning Staff	5	○	○	○	○

Total % Hours 100%

Legend

Lead Responsibility	●
Support Role	○
Minor Role	○

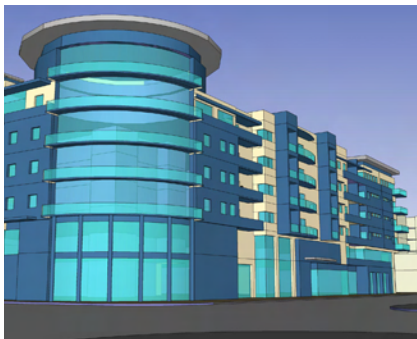


Tab 7 Illustrative Materials



Illustrative Materials

HOK San Francisco's in-house staff has the ability to provide our clients with the most up-to-date presentation capabilities. We often use renderings to graphically convey early project studies as well as conceptual and schematic work.



3D Modeling

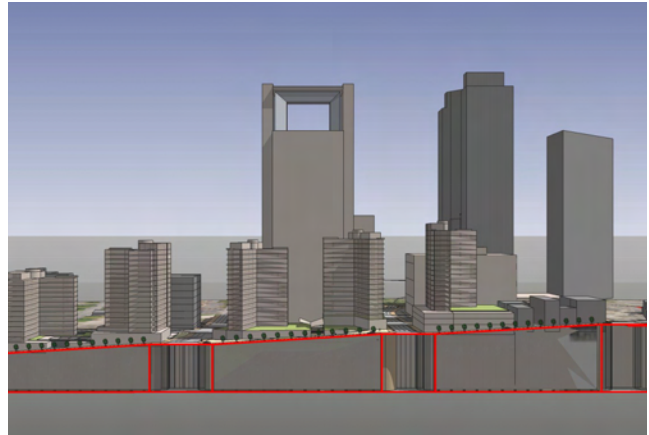
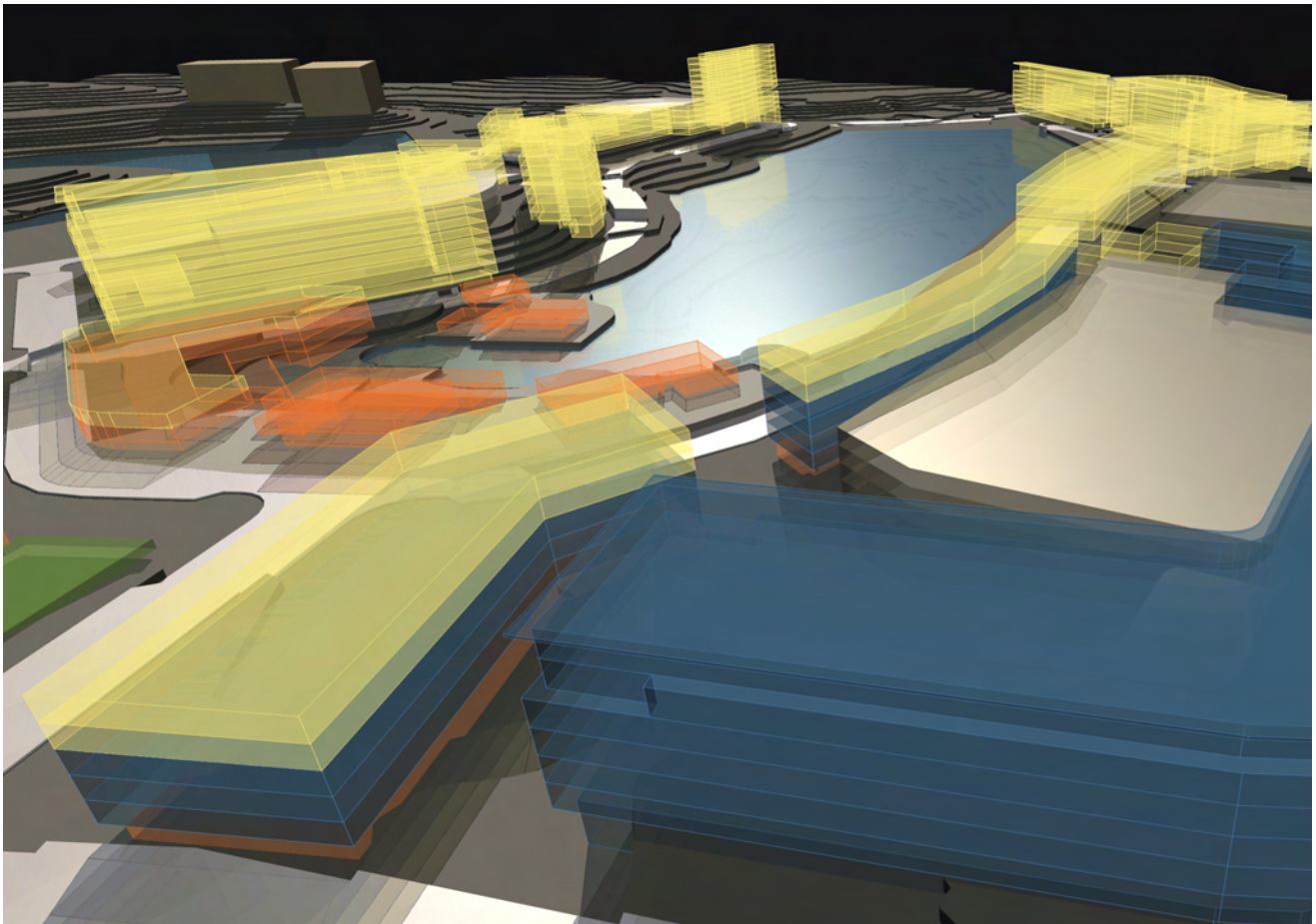
Another program used by the HOK staff - 3D Studio VIZ R3 - provides 3D design conceptualization and visualization. This program allows our designers to maximize their productivity by producing compelling 3D visualizations and presentations of their work throughout the design process. These realistic visualizations help to more precisely represent the final design product.

3D Studio VIZ R3 is Autodesk's latest generation visualization solution for professional designers. With its third release, architectural, interior, and environmental designers can now integrate design visualization across the entire design process, leverage a uniquely unified workflow environment in conjunction with AutoCAD solutions and benefit from a host of enhanced features that streamline architectural modeling, animation and rendering functions. It aids in accelerating conceptual design as designers develop their ideas in real time and prepare design studies to pass on for more precise design work on a CAD platform.



Illustrative Materials continued

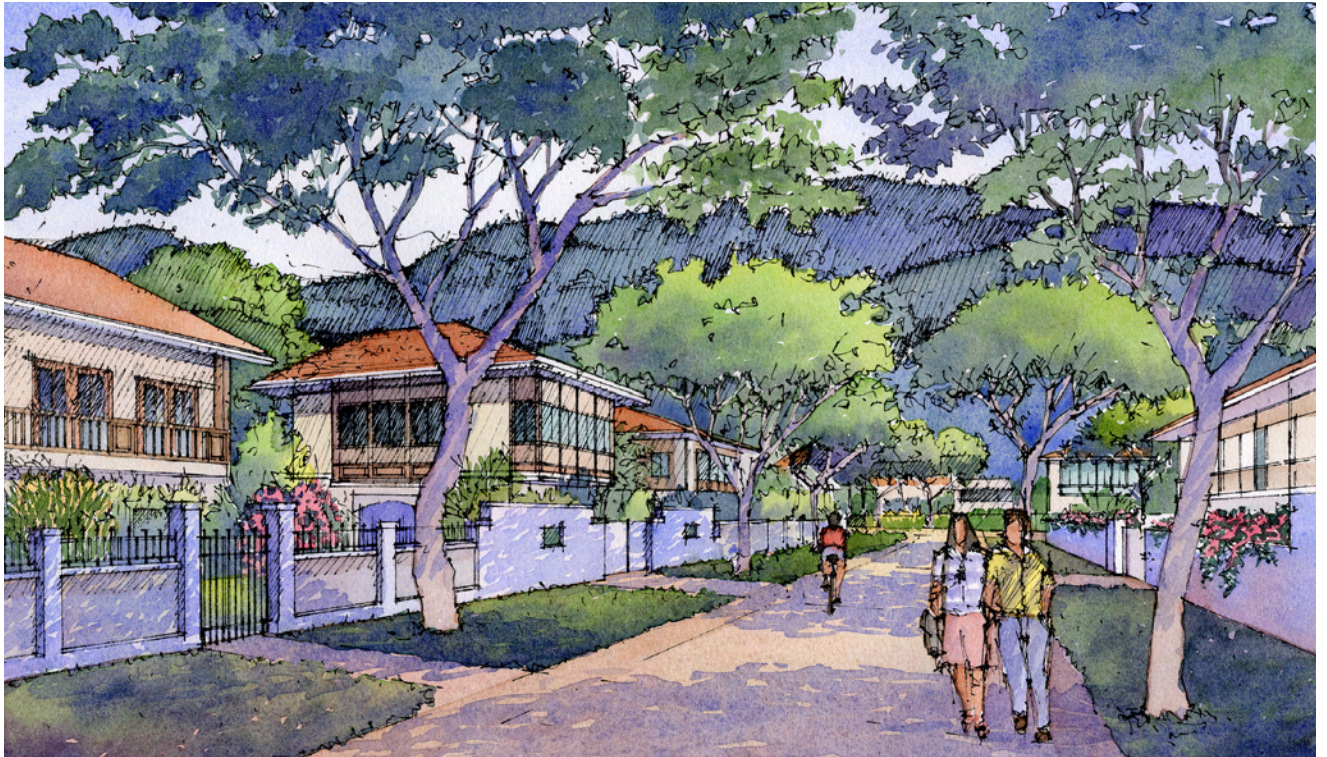
3D Modeling



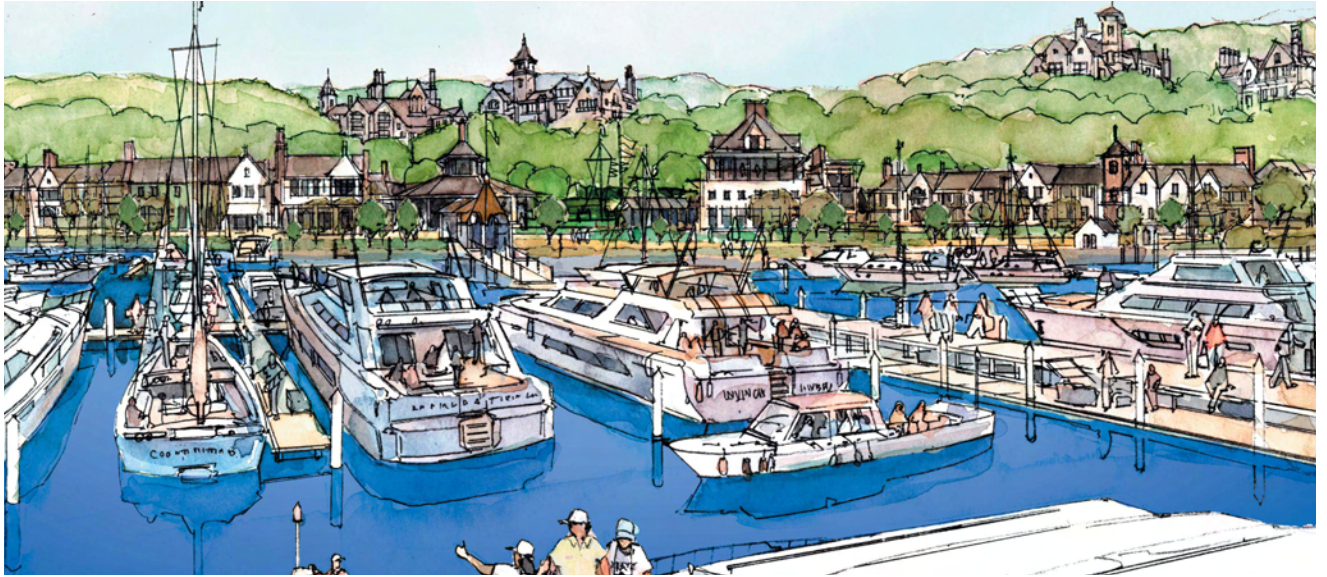


Illustrative Materials continued

Hand Sketches



Hand Sketches



JEN HASKELL '04



Illustrative Materials continued

Presentation Products



Hellmuth, Obata + Kassabaum

One Bush Street
Suite 200
San Francisco, CA 94104
tel 415.243.0555
fax 415.882.7763

