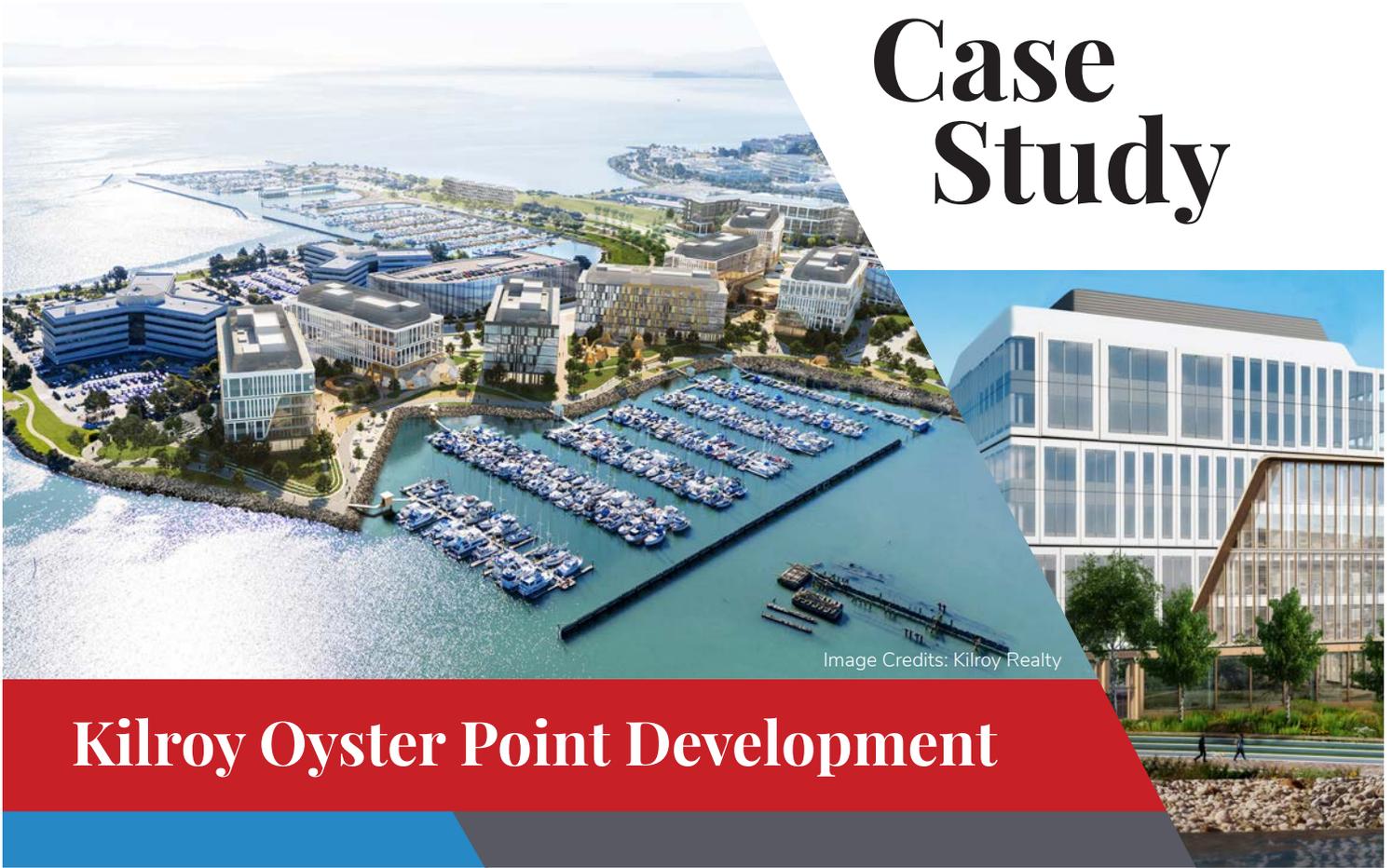


Case Study



Kilroy Oyster Point Development

Case Study



Kilroy Oyster Point Development

Official Project Name

Kilroy Oyster Point Development

Project Location

384 Oyster Point Boulevard
South San Francisco, CA 94080

Client

Kilroy Realty / City of South San Francisco

Owner

Kilroy Realty

Cumming's Role

Cumming has provided a variety of services to date, including project management, cost management, and scheduling.

Contractor(s)

Teichart Construction

Architect(s)

Dreyfuss + Blackford Architecture
James Corner Field Operations

Other Major Consultants/Vendors

Belden Engineers — Site Electrical Engineer
Biggs Cardosa Associates, Inc. — Structural Engineer
D.D. Pagano, Inc. — Irrigation Consultant

Fehr + Peers — Traffic Signal Engineer
HLB Lighting — Lighting Consultant
KPW Structural Engineers — Structural Engineer
Langan — Geotechnical Engineer
MTH Engineers, Inc. — Site Electrical Engineer
Radius Design, LLC — Dry Utility Engineer
Schaaf + Wheeler — Pump Station Consulting Engineer
Wilsey Ham — Civil Engineer

Start Date

January 2017

Original Completion Date

The pump station will be completed in Q4 of 2020. Phase 1C and the landscaping package are scheduled for completion in January 2022. Future phases are scheduled for completion in 2028.

Actual Completion Date

The projects are still in progress.

Original Budget

\$143,500,000

Actual Final Project Cost

The projects are still ongoing.

The Purpose of this Project

The purpose of this project is to transform 81 acres of bayfront area into a mixed-used development, to provide a new road and new utilities to meet the resulting increased demand, and to meet regulatory requirements for work on an existing landfill.

Key Stakeholders and Their Concerns

Cumming served as liaison, on behalf of Kilroy, between the City of South San Francisco and other project stakeholders, including Oyster Point Harbor District and its tenants, the City of South San Francisco, California Water Service (Calwater), the Department of Drinking Water, the Regional Water Quality Control Board, the County of San Mateo Environmental Health Services, and

the San Francisco Bay Conservation and Development Commission, PGE, Genentech, and the Water Emergency Transportation Authority.

Some of the stakeholder concerns that Cumming helped navigate and address include those of the Oyster Point Harbor District, a number of whose tenants live on their boats in the marina and require pedestrian and/or vehicular access to their facilities throughout construction; the Department of Drinking Water, which requires that numerous water protection measures be taken since the project is located on a landfill; and PG&E, which has mandated the inclusion of a new joint trench system that will provide PG&E and other utility providers with service access throughout the development.



Overall Scope of Work

Cumming is providing project management, cost management, and scheduling services for the multi-phased development of Oyster Point in South San Francisco. The project includes the transformation of 81 acres of bayfront area into a mixed-use development that will include a state-of-the-art life sciences campus, new park and recreation space, a vibrant marina environment, and a site that can accommodate commercial and hotel uses.

The project is sectioned into multiple phases, the first of which is a public private partnership between Kilroy Realty and the Successor Agency on behalf of the Redevelopment Agency of the City of South San Francisco. This phase is complicated by several factors, including an existing landfill that is underneath most of the project site, as well as existing business and Marina tenants who must have access to their facilities throughout construction. Cumming has been coordinating with numerous stakeholders and regulatory agencies to efficiently and effectively navigate these challenges. This phase also includes various sub-projects, such as a new sanitary sewer pump station, three new public/private restrooms for Marina tenants and pedestrians, and a new guard booth for Marina security.

The second phase consists of a private parcel development featuring research and development offices.

In providing multi-discipline services throughout preconstruction and construction, Cumming has helped define and achieve the project goals and milestones, fostered positive and productive team chemistry, and been proactive in addressing project concerns as they arise. Additionally, Cumming is providing quality control and risk management guidance.

Unique Project Challenges

One unique challenge is that the site for the first phase was formerly part of a municipal Class III landfill, which means the project was required to comply with specific construction standards set forth in Title 27 of the California Code of Regulations. These requirements detail the necessary layers of material needed to cover and contain the refuse in the landfill.

Another challenge is that the Bay Conservation and Development Commission recommends that all new improvements along the Bay be designed to protect against expected future sea level rise through the year 2050, with adaptability features that would enable the development to adjust to additional sea level rise beyond that. To meet this recommendation, the project's civil engineering firm provided a report that analyzed various sea level projections and provided design criteria for the

necessary grading and development of the site.

Cumming has also been working with the Contractor to develop a phasing logistics plan to ensure that Marina tenants have road access and utility service while the new road and utilities are being constructed. This has resulted in additional coordination with key stakeholders to ensure regulatory requirements and tenant needs are being met throughout the project.

As a public/private partnership, getting all of the involved interests aligned can be a challenge as well. Cumming is acting as an advisor to both the private developer and the Successor Agency of South San Francisco, with the goal of managing risk, budget, and schedule expectations for both entities while keeping the overall project moving forward efficiently.

In providing multi-discipline services throughout preconstruction and construction, Cumming has helped define and achieve the project goals and milestones, fostered positive and productive team chemistry, and been proactive in addressing project concerns as they arise.



Project Outcome

The project is still ongoing, but so far everything is on track and the stakeholders are pleased with the progress. The first phases of the project will be completed over the next couple of years, with the overall development scheduled for completion in 2028.