

CONCORD
GROUP



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Comprehensive Facilities Condition Assessment

The City of Racine





September 2, 2020

Mr. John C. Rooney
Commissioner of Public Works/Engineering
City of Racine
730 Washington Avenue
Racine, WI 53403-1146

Re: City of Racine – Comprehensive Facilities Condition Assessment Proposal

Dear Mr. Rooney;

The Concord Group (Concord), in collaboration with McKinstry, is pleased to respond to the Request for Proposal for the Comprehensive Facilities Condition Assessment (FCA) services for the City of Racine. We are eager to assist the City's team in gaining a thorough understanding of your facilities. This proposal addresses our extensive qualifications and experience, industry-leading methodology, and proposed costs for our services.

Based on the core skill sets of both Concord and McKinstry, McKinstry will lead this initial effort for the Facilities Condition Assessment. The completion of the FCA will kick-start the planning and implementation of projects resulting from this report. That effort is one which we propose to be led by Concord, to bring greater efficiency and continuity to your projects.

Extensive Qualifications and Experience. McKinstry have conducted over 400 Facility Condition Assessments throughout the country in the last 10 years. Every year we continue to refine our FCA methodology, synthesizing new technologies with decades of experience – all designed to ensure the information gathered, analyzed, and delivered is relevant and useful for many years to come.

McKinstry Comprehensive FCA Methodology. Their process provides a necessary foundation for capital planning that will help you make the best decisions to optimize the reliability and overall performance of your facilities. This FCA effort will provide you with a thorough understanding of your facility's near- and long-term capital planning needs. Using non-invasive, non-destructive testing and observation methods, our FCA consists of four key processes:

- **LEARN:** Documentation review and interviews with key on-site personnel.
- **AUDIT:** Walk-through survey by expert field observer with thorough understanding of facility systems.
- **ANALYZE:** Prepare opinions of probable cost and action to address and remedy physical deficiencies.
- **REPORT:** Provide FCA report, with strategic prioritizations that align with Overture's core planning needs.

Proposed Schedule and Timeline. We understand the importance of the schedule for the City of Racine Team. We will complete the on-site assessment in a way that will minimize the interruptions to the Cities schedule and environment while also providing the final report in a timely manner to make data driven decisions for the future.

We look forward to the opportunity to discuss our experience and qualifications in further detail.

Sincerely,
The Concord Group

A handwritten signature in black ink that reads "James R. Joehnk".

James R. Joehnk, Director, Infrastructure Management

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Firm Profile and History

General Description of Firm

The Concord Group was founded in 1996 and has provided professional construction consulting services for over 24 years to education institutions, healthcare organizations, governmental agencies and the private commercial sector on high profile and complex projects. During this time, our staff has grown to over 30 professionals with expertise in Owner's Representation (OR), Cost Management, Infrastructure Management, Cost Segregation and Specialized Real Estate Services.

Our expertise in Construction Cost Management is one of the differentiators which distinguishes The Concord Group from our competitors. With our staff of 14 cost estimators, we have become industry leaders in providing Cost Management and Owner's Representation services in the region and remain as one of the largest cost estimating groups in the Midwest.

We assist in project development and feasibility planning, selection of the project delivery method, project evaluation and recommendation of prudent strategies for a successful project outcome. We monitor the design process, interact with regulatory agencies, review and recommend bid awards, coordinate all specialty consultants and vendors, review on-site progress and quality control and oversee the entire development process through to final completion.

Over the last 24 years, we have provided OR services on projects totaling over \$4.5 Billion in project costs in multiple service sectors. During this time, we have become **integral partners with many of our clients**, resulting in repeat business and becoming an extension of their in-house staff.

McKinstry and The Concord Group have been developing a strong working relationship, particularly in the State of Wisconsin over the last five years for clients such as the Medical College of Wisconsin and St. Camillus.

McKinstry is a full-service firm capable of delivering assessment, design, construction, consulting, energy, and facility services to our customers.

Our local project team, out of both the Milwaukee and Madison offices, are highly qualified with tremendous experience in providing energy and facility services in Wisconsin. Our ability to attract the best talent around the state speaks to our dedication to our employees and our clients. McKinstry employees have deep roots set in Wisconsin, with our project team having over 200 combined years of Wisconsin energy services experience.

Beyond Wisconsin, we have a depth of support throughout our 50-person Midwest region. Local project development and oversight personnel have a network of resources in Minnesota, Illinois, Iowa, and Missouri available to provide risk management reviews, innovative solutions, and supplemental knowledge and experience.

Proposed Team

We plan on staffing the project with the following team. We understand that complex projects require the participation of a team of professionals who have various skill sets and who are engaged with the project at the appropriate time. Not only do we believe it is an efficient way to deliver our services, but it creates clearer lines of communication.



John Duggan | IPMA LEVEL D®, MRICS | Principal-in-Charge

John manages the team of Project Managers and support staff. He brings over 24 years of project management experience to this project. John leads The Concord Group's Project Management services throughout the firm. In this role he oversees the coordination and quality control of these services through the various project phases of planning, design, construction, and owner move-in and project close-Out. Since John joined The Concord Group, he has been responsible for projects totaling more than \$4.5 Billion in project value.



Mike Lodge | Project Director

Mike will be the primary point of contact from our initial engagement through to the completion of the project, working in conjunction with the FCA team providing the necessary project management oversight. Mike will be the principal liaison with the City of Racine's staff.



Jim Joehnk | P.E. | Senior Project Manager

As the Senior Project Manager, Jim will be responsible for assessing the Civil associated with the FCA scope. Jim will be given the resources necessary to successfully manage this project on behalf of the Owner.



Mitch Frank | PMP | Project Management Intern

Mitch is responsible for assisting with development of the Facility Condition Assessment. He brings 7 years of Commercial Construction and Project Management experience. Mitch's vast experience in Facility and Asset Management will provide your team with the tools and knowledge to optimize your facility's cost saving potential.



Tyler Zastrow | Facility Assessment Team - Lead

Tyler is responsible for development of the Facility Condition Assessment. He brings 7 years of experience in Estimating and Project Management of commercial construction and facility capital projects. Tyler will work with your team to develop the in-depth knowledge of your facilities necessary to deliver accurate and valuable deliverables.



Robert Fuls | Facility Assessment Team

With 25 years of experience, Robert is responsible for Commissioning, Retro-commissioning, and Control System Design for McKinstry's clients in the Midwest. His experience in Mechanical Systems, Controls Sequences, Programming, and Commissioning allows him to be a valued partner on any project team. He is a "Certified Commissioning Professional" by the Building Commissioning Association.

Proposed Team



John Duggan

Principal-in-Charge

Mike Lodge

Project Director

Jim Joehnk

FCA

Mitch Frank

Project Management
Intern

Bob Fuls

FCA/RCx

Tyler Zastrow

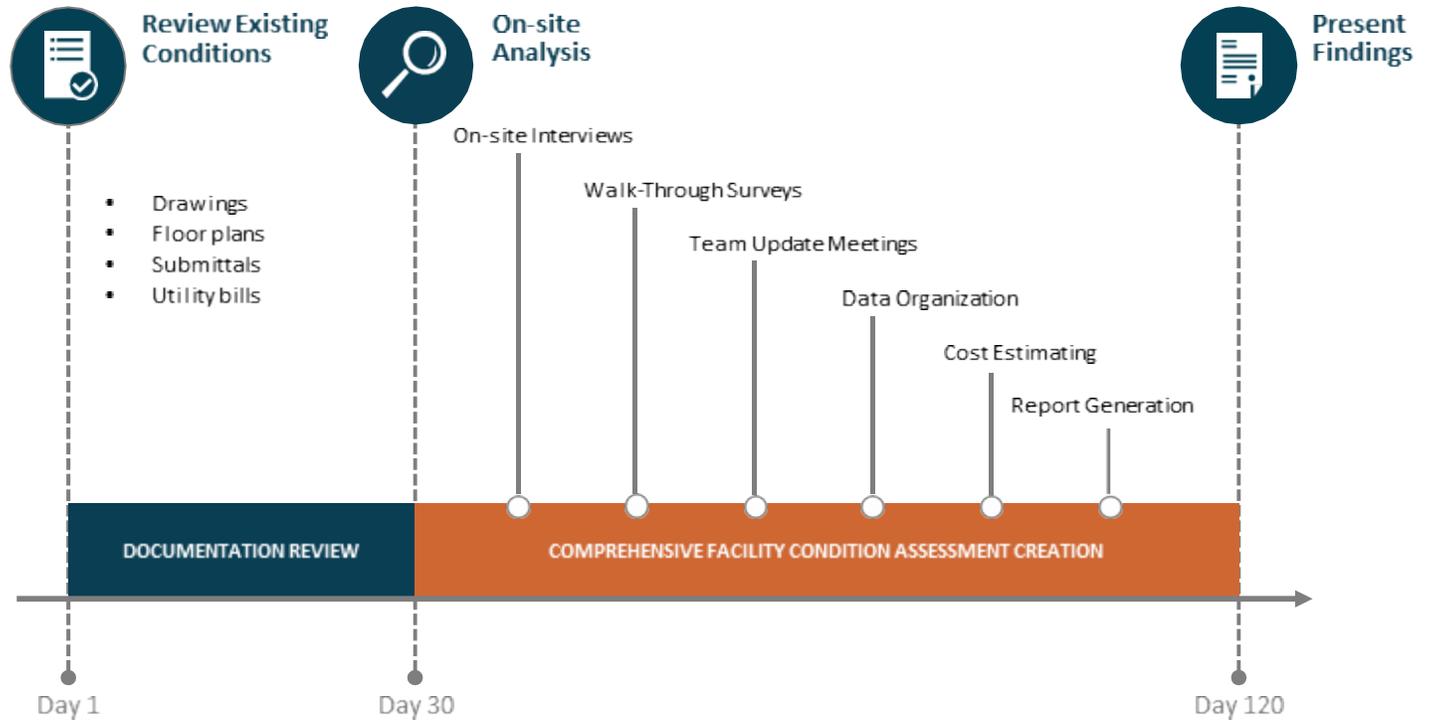
FCA

Methodology

The overall methodology for the team will consist of a visual and non-destructive assessment of the main components of the buildings. The report will include a description of the existing physical components, a detailed analysis of the current conditions in need of repair and the associated repair opinion of probable costs.

The assessment will include an operational analysis of the HVAC system. The team will document the condition of the property and prepare an accurate cost estimate of the efforts necessary to restore the property to a proper condition for its intended use.

Proposed Project Timeline

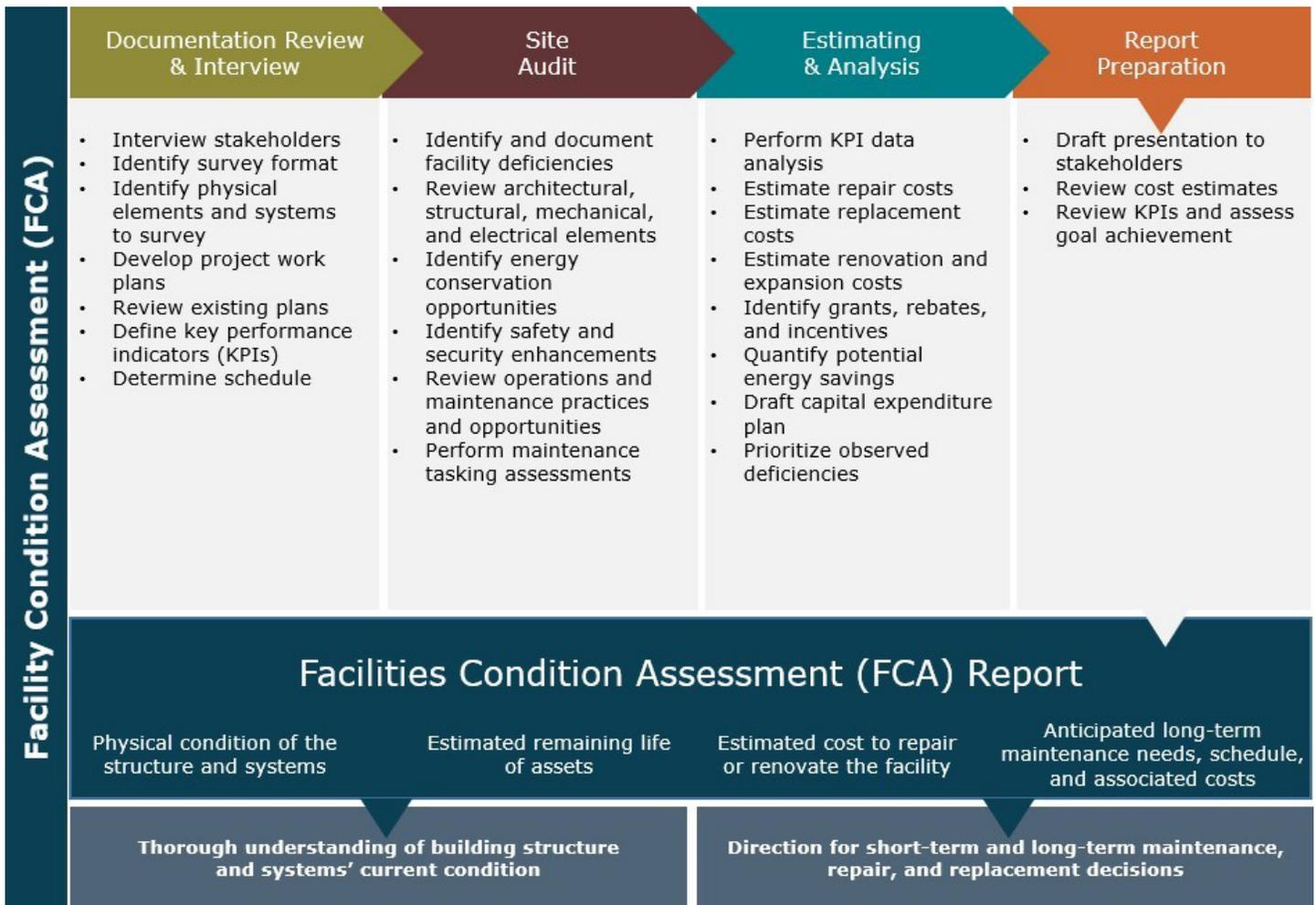


Based on the core skill sets of both The Concord Group and McKinstry, McKinstry will lead this initial effort for the Facilities Condition Assessment. The completion of the FCA will kick-start the planning and implementation of projects resulting from this report. That effort is one which we propose to be led by The Concord Group to bring greater efficiency and continuity to your projects.

Methodology

The Facility Condition Assessment (FCA) process includes both quantitative and qualitative assessments of facilities. The qualitative assessment incorporates professional experience and first-hand knowledge derived from site assessments of building elements. The quantitative assessment includes estimating cost for corrections and forecasting future facility renewal costs.

With a dedicated estimating staff of 14 estimators, estimating approximately \$3 Billion of construction on an annual basis, our team is well suited to provide realistic full project estimates for these improvement costs now and for future replacements. Our meticulous, comprehensive approach to combining expertise, intelligence, data, and analytics leads to a robust, reliable determination of a facility's condition. This unique value marries the expertise of our local team, with the ability to leverage information and prior experience from the entire team to determine realistic solutions for the City of Racine. Our process is as follows:



The FCA report will include an estimated cost for each system or component replacement anticipated during the evaluation term. The capital needs analysis will be presented as an Excel-based cost table that includes a summary of the description of each component, the age and estimated remaining useful life, the anticipated year of repair or replacement, quantity, unit cost, and total cost for each line item. A consolidated capital needs analysis will be presented that includes all anticipated capital needs for the City of Racine.

Facility Condition Assessment Scope of Services

A. Documentation Review and Interviews

1. Attend a project kick-off meeting with City staff to identify Stakeholders for interview, survey format, establish interview schedule, and applicable physical elements of buildings that are to be evaluated.
2. Obtain and review available documents (building plans, utilities, specifications, past FCA reports, Capital Improvement Plans, pertinent equipment manuals, etc.) where the team can familiarize themselves with the applicable facilities.
3. Administer an interview process with stakeholders/onsite maintenance staff to gather critical/historic information on the facilities.
4. Develop and get concurrence from the City on key performance indicators (KPIs) for the evaluation rating matrix that will be performed on the facilities.
5. Develop Project Work Plan and Schedule for the FCA project.

B. Existing Conditions Site Evaluation

Our Team has received and reviewed a small excerpt of information for a FCA completed in Circa 2018, including an 18-page document illustrating an asset list containing locations, cost descriptions, unit costs, estimated useful life (EUL), remaining useful life (RUL) and future years of capital expenditures ranging from 2018 to 2038.

It is our Team's intent to leverage this investment already made by the City as a foundation by incorporating the data included within this 18-page document into the interactive Asset Management Tool (aka; FCA Visualization Tool) to help prioritize future capital expenditures.

For the Facilities that have previously had an FCA performed:

1. Review previously completed FCA documents to gain baseline understanding of each facility's components and condition as of 2018.
2. Walk through key areas of each facility to validate and observe applicable upgrades implemented since previous FCA was completed, spot check accuracy of existing data, and further understand operation of building systems in order to develop KPI ratings.

For all other Facilities that have not previously had an FCA performed:

1. Perform thorough facility walk-throughs in order to collect/inventory data and perform a visual review of architectural, mechanical, electrical, fire and life safety, and surrounding site elements.
2. Identify and document facility deficiencies, code compliant concerns, estimated remaining life of building/equipment systems in order to develop a rating score for the facility.
3. Identify safety/security concerns and potential areas requiring updates to typical building use standards.

Refer to page 8 for a full list of facilities included in this proposal.

Facility Condition Assessment Scope of Services

C. Estimating Analysis

1. Develop an Asset Management analysis for each facility utilizing results of the KPIs evaluation rating matrix with corresponding opinions of probable costs for repair. Items to be evaluated may include:
 - General description of assets, comments on observed conditions, and potential improvements.
 - Evaluate and utilize probable cost opinions from previous FCA, and provide probable cost opinions (budgets) for assets requiring updates.
 - Prepare estimates for “critical/immediate” and “capital repair” costs based on visually observed conditions, maintenance history, and industry-standard useful life assessments.
 - Identify possible gaps in ADA code compliance issues. Provide recommended solutions.
 - Prepare a property value assessment report for the buildings as defined on Page 8.
 - Prepare a draft 5-year plan focused on critical/immediate needs and a 30-year Capital Improvement Plan exhibit within an Executive Summary incorporating graphic presentation of results (Viz Tool model), “user-friendly” summary, and estimated costs that includes a priority ranking of the anticipated improvements determined from the analysis.
 - Present the draft CIP information in a meeting with representatives from the City and update the documents into a final plan in accordance with applicable comment request modifications.

D. FCA Summary Report and Implementation Strategy

1. Compile applicable information developed as a result of the project study and summarize the information for each facility in a written report.
2. Provide budget with applicable photographs to document the deficient conditions at the respective property.
3. Report shall include an Implementation Strategy that is consistent with presented and approved Capital Improvement Plan.
4. Input FCA data into an Asset Management software (aka Viz-Tool) so City personnel can have a reliable “baseline” tool for all equipment at every facility. In addition, the ultimate goal of this software tool will allow for future updates to be performed in accordance with the working CIP program.

Facility List

2020 FCA FACILITY LIST - CITY OF RACINE

Dept/Category	Facility	Address	Year Built	Approx. SF	FCA Previously Completed
Core Bldgs	City Hall	730 Washington	1930	78,040	YES
	Central Htg Plant	734 Washington	1935	4,200	YES
	Electrician's Office	770 Washington	1946	5,096	YES
	Incinerator Bldg	770 Washington	1947	5,096	YES
	City Hall Annex	800 Center Street	1930	80,000	YES
	Public Library	75 7th Street	1990	60,000	YES
	Safety Building	730 Center	1975	96,000	YES
	Festival Hall	2 5th Street	1987	29,000	YES
	Memorial Hall	72 7th Street	1924	50,000	YES
DPW Field Ops	Equipment Main't Garage	830 South Marquette	1947	16,200	YES
	Traffic Dept	830 Racine Street	1940	12,193	YES
	Solid Waste Garage	841 South Marquette	1947	38,124	YES
	Street Main't Garage	800 South Marquette	1947	22,461	YES
PRCS Buildings	Cesar Chavez Comm Cntr	2221 Douglas Ave	1936	19,344	YES
	Humble Park Comm Cntr	2200 Blaine Ave	1967	8,588	YES
	John Bryant Center	601 21st Street	1970	20,765	YES
	M.L. King Comm Cntr	1134 Dr. King Drive	1976	19,567	YES
	Tyler-Domer Comm Cntr	2801 12th Street	1938	16,476	YES
BUS / Transit	BUS Office / Maintenance Garage	1900 Kentucky Street	?	16,500	NO
	BUS Storage Garage	1900 Kentucky Street	?	26,000	NO
	Transit Center - Corinne Reed Owens	1343 State Street	?	4,300	NO
Odds & Ends	PD Impound lot	2215 South Memorial Drive	?	23,000	NO
	Radio Tower Building	2503 South Green Bat Road	?	2,300	NO
	Racine Heritage Museum	701 South Main Street	?	4,300	NO
	Trades Shop (include garage and barn)	1415 Hampden Place	?	7,100	NO
Zoo Buildings	Zoo Administration	200 Goold Street	1992	4,624	NO
	Bear Building	2131 N. Main Street	2005	2,100	NO
	Meter Building NORTH	2131 N. Main Street	2004	300	NO
	North End Buildings (Giraffe, Rhino & Zebra)	2131 N. Main Street	1978	9,230	NO
	Feline/Primate	2131 N. Main Street	1937	48,750	NO
	Entrance Exhibit & Restrooms	2153 N. Main Street	2008	1,600	NO
	Gift Shop	2153 N. Main Street	2008	1,600	NO
	Goat House	2153 N. Main Street	1937	3,217	NO
	Nursery	2153 N. Main Street	1978	325	NO
	Penguin/Otter	2153 N. Main Street	1967	540	NO
	Restaurant (2008 remodel)	2153 N. Main Street	1979	1,600	NO
	Rotary Picnic Shelter	2153 N. Main Street	2000	1,750	NO
	Zoo Amphitheater	2153 N. Main Street	1984	1,164	NO
	Meter Building South	2131 N. Main Street	2009	55	NO

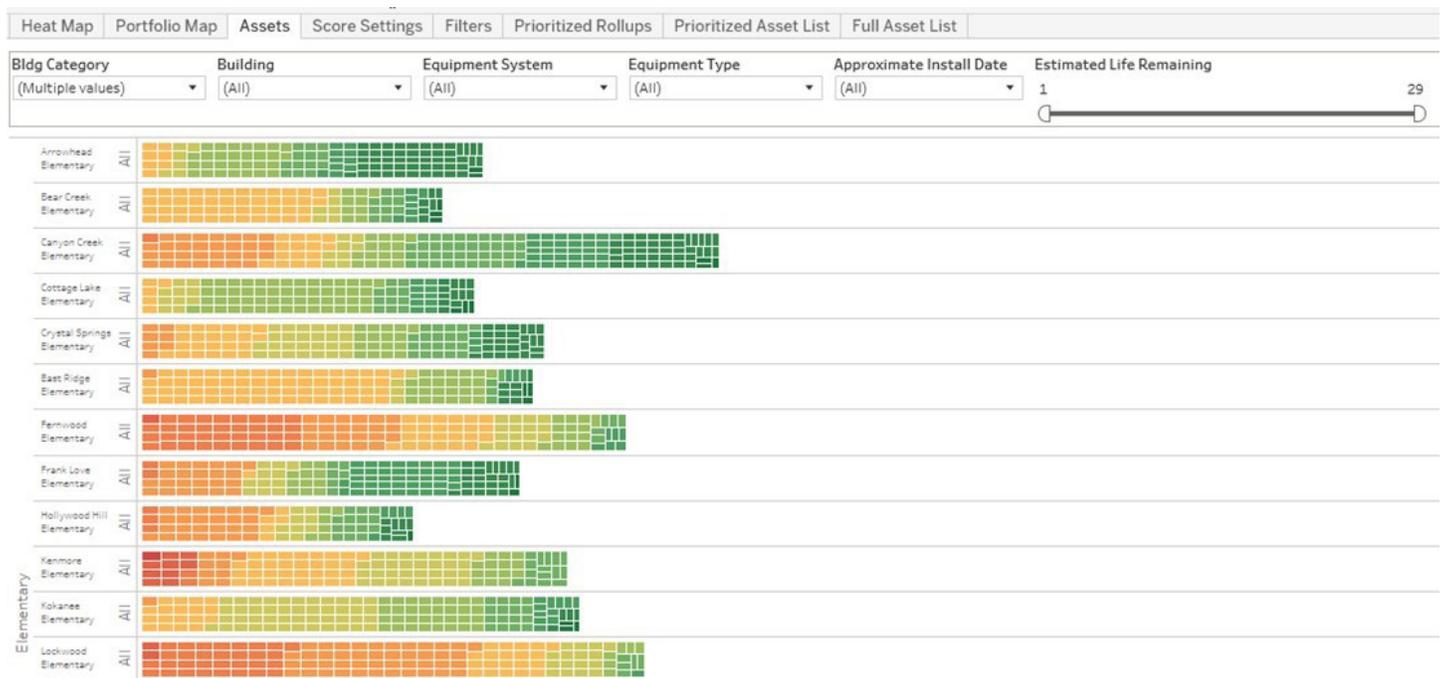
Total: 741,505

Note: Park Shelters, Cemeteries, Golf Courses, etc are not included in this proposal but can be added as needed at a future date.

Interactive Visualization Tool

To make FCA data more actionable, McKinstry has developed a software tool that enables visualization of facilities data in service of capital planning. The FCA Interactive Visualization Tool, or FCA Viz, is an online interactive data visualization tool that gives decision makers the ability to navigate through their portfolio at an asset level and communicate goals and plans to their stakeholders. FCA Viz is based in Tableau, a powerful software platform that allows data-driven prioritization.

FCA Viz allows us to work collaboratively with clients to tailor their data, prioritize expenditures, and communicate to both internal and external stakeholders. For example, a large portfolio can display all facilities in a map and identify top priorities for capital investments per multiple parameters, such as systems risk, systems type, and indoor environmental quality. Likewise, a small portfolio of buildings would be displayed in greater detail per facility, while still communicating the depth of data analysis performed.



A system-level capital planning visualization provides a single view of priorities across a building, and serves as a communications tool with all stakeholders.

Interactive Visualization Tool

A heat map matrix allows rapid prioritization by asset, asset class, facility, or other filters.

	Aesthetics								Functionality					
	Door/ Hardware	Fencing	Finishes	Flooring	Interior Ceilings	Interior Walls	Millwork/ Furniture	Roofing System	Electrical	Fire and Life Safety	HVAC	Plumbing	Security	
Building (NSD)														
Arrowhead Elementary	12.0	9.0	8.0	10.5	9.0	11.0	12.0	12.0	12.1	12.0	10.0	9.8	11.0	
Bear Creek Elementary	11.0	8.0	8.0	12.5	10.0	9.0	12.0	13.0	14.0	14.0	12.7	10.4	9.0	
Canyon Creek Elementary	11.0	10.0	11.0	11.3	11.0	10.0	13.0	12.0	13.8	13.0	10.9	10.7	12.0	
Cottage Lake Elementary	10.0	8.0	8.0	11.5	9.0	9.0	11.0	12.0	12.1	12.0	11.4	11.5	9.0	
Crystal Springs Elementary	11.0	9.0	11.0	10.5	11.0	12.0	13.0	12.0	13.7	14.0	11.6	9.9	12.0	
East Ridge Elementary	10.0	8.0	8.0	12.5	9.0	9.0	11.0	13.0	13.6	12.0	13.3	10.6	9.0	
Fernwood Elementary	13.0	10.0	12.0	12.0	10.0	11.0	14.0	14.0	14.2	15.0	14.7	11.5	11.0	
Frank Love Elementary	12.0	10.0	11.0	11.0	10.0	10.0	13.0	16.0	15.0	16.0	10.3	12.4	12.0	
Hollywood Hill Elementary	12.0	10.0	11.0	11.5	10.0	12.0	13.0	14.0	14.6	16.0	12.3	10.5	10.0	
Kenmore Elementary	14.0	12.0	12.0	13.0	11.0	14.0	14.0	14.0	15.1	15.0	13.3	12.4	14.0	
Kokanee Elementary	10.0	8.0	8.0	9.5	8.0	10.0	12.0	13.0	12.0	13.5	12.7	10.6	9.0	
Lockwood Elementary	13.0	11.0	11.0	13.5	12.0	13.0	15.0	17.0	14.6	15.0	14.9	13.1	13.0	
Maywood Hills Elementary	11.0	9.0	9.0	11.7	10.0	11.0	12.0	16.0	13.4	13.0	12.8	13.4	12.0	
Moorlands Elementary	14.0	10.0	12.0	13.0	11.0	11.0	13.0	14.0	13.4	14.0	14.8	12.8	13.0	
Shelton View Elementary	13.0	12.0	11.0	13.3	11.0	14.0	14.0	14.0	15.2	17.0	12.1	13.8	13.0	
Sorenson ECC	11.0	9.0	9.0	11.0	10.0	11.0	12.0	15.0	12.0	13.0	13.0	12.3	10.0	
Sunrise Elementary	11.0	9.0	8.0	11.0	10.0	11.0	14.0	12.0	13.0	13.0	12.7	11.8	11.0	
Wellington Elementary	13.0	10.0	11.0	13.5	13.0	10.0	15.0	13.0	14.3	16.0	11.4	11.8	12.0	
Westhill Elementary	11.0	8.0	10.0	11.0	10.0	9.0	11.0	15.0	11.9	13.0	12.9	12.5	11.0	
Woodin Elementary	13.0	11.0	13.0	14.5	12.0	14.0	14.0	17.0	14.3	15.0	14.3	12.0	13.0	
Woodmoor Elementary	13.0	12.0	11.0	13.5	13.0	14.0	14.0	14.0	16.0	15.0	12.9	15.1	14.0	
Canyon Park Junior High	14.0	12.0	11.0	12.0	13.0	14.0	15.0	16.0	15.0	15.0	13.8	13.5	14.0	
Kenmore Junior High	12.0	10.0	9.0	11.5	12.0	12.0	13.0	14.0	13.2	13.0	12.4	11.2	13.0	
Leota Junior High	15.0	12.0	14.0	14.0	14.0	15.0	16.0	19.0	16.0	16.0	16.0	14.8	15.0	
Northshore Junior High	13.0	13.0	11.0	12.5	12.0	14.0	14.0	16.0	16.0	16.0	14.6	13.9	12.0	
Skyview Junior High	13.0	11.0	12.0	14.5	12.0	13.0	14.0	15.0	16.0	16.0	14.2	14.5	10.0	
Timbercrest Junior High	15.0	12.0	12.0	14.5	16.0	14.0	16.0	19.0	16.0	16.0	15.8	14.3	15.0	
Bothell High School	15.0	12.0	12.0	14.0	14.0	15.0	16.0	17.0	16.0	16.0	15.0	14.5	12.0	
Inglemoor High School	13.0	11.0	11.0	13.5	12.0	13.0	15.0	16.0	16.0	16.0	15.4	14.1	11.0	
High School														

SAS
Functionality
Electrical
Equipment Count: 1
Mean Score: 13.9

Interactive Visualization Tool

A floor-by-floor map shows detailed capital asset prioritization and enables quick identification of facility needs.



IngeniousO Project Management Software

With the conclusion and utilizing the Viz tool, The Concord Group will at this point take the lead to develop your projects based on your priorities.

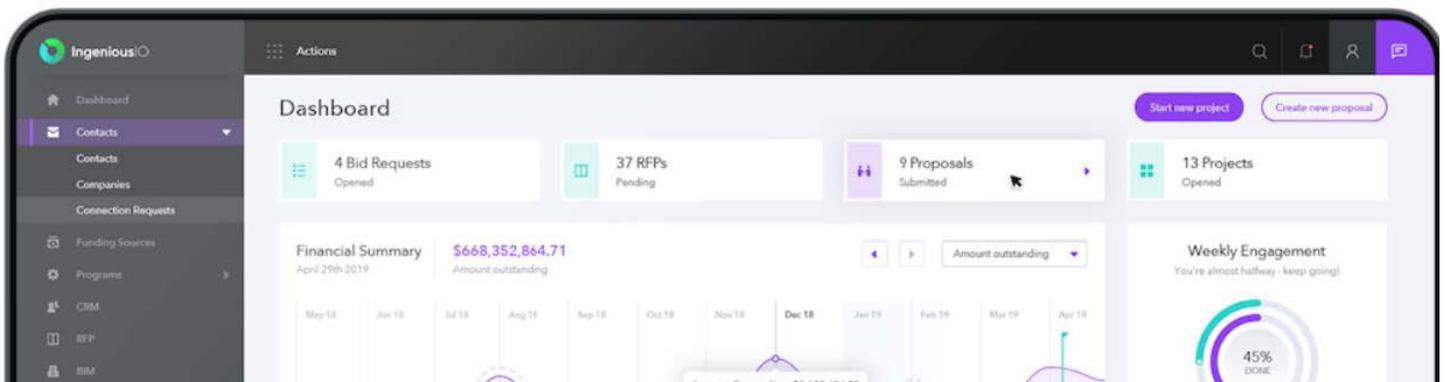
We have been integral in the development of a project management software, IngeniousO, which promotes collaboration and transparency among the entire project team and shares real-time project information with all project team members. If we are engaged for the planning and implementation of the projects resulting from this report, we intend to utilize IngeniousO for the management and administration of those projects.

Communication is a primary function of Project Management. A good communication plan or forum can determine the success of a project. Much of the innovation in today's construction industry resulting from lean delivery methods, prefabrication, BIM, etc. is often negated by lack of communication between parties and the systems/PM platforms utilized by the different parties. IngeniousO overcomes this issue.

Currently, the industry utilizes different platforms for document control, RFP's, submittals, RFI's, pay applications, field reports, etc. This in turn creates waste and redundancies because these platforms don't efficiently communicate with one another. We are constantly regurgitating documents between the parties from one phase to the next.

IngeniousO eliminates these redundancies by removing documents. Because IngeniousO is data driven and not document driven, information can travel from decision makers to the field and vice versa more efficiently. The necessity to repackage each time it changes hands is gone. If the initial direction from the Owner contains sensitive information, this information can be withheld from the contractor, designer or field within the system. The information doesn't need to be recreated, resulting in quicker and more efficient communication.

Our utilization of IngeniousO with our staff and clients, generates efficiency and is an excellent communication tool. If utilized by all project team members, from vendors thru the Owners, the power of this system is immense.



Fee Proposal

The fee below is inclusive of expenses and delivery. We would appreciate the opportunity to discuss our fee and the extensive scope of services we are proposing in order to determine how we can best meet the City of Racine's need in identifying capital requirements.

The fees stated below are inclusive of all costs necessary to complete the scope of work included in this proposal for the buildings listed in on page 8.

FCA Services: \$194,000

Alternate #1 – Retro Commissioning Services

Fee to be determined based on number of buildings

Authorization

Entity: _____

By: _____

Title: _____

Date: _____

Fee Proposal

Alternate #1

In addition to the FCA , we would recommend conducting a comprehensive evaluation of your HVAC / controls systems. This program will identify operational improvements/efficiency measures and potential energy savings.

Retro-Commissioning (RCx) scope is as follows:

Study Phase

- Interviews with the client and staff to understand their needs and concerns about the mechanical systems and Building Automation System.
- Review the BAS for alarms, Overrides, and faulted control points.
- Functionally test select major HVAC equipment based on current programmed sequences.
- Maintain an Observation/Issue log of tested and inspected equipment.
- Verify with a certified TAB contractor that minimum outside air requirements are being met.
- Verify building pressure controls at minimum and maximum air flows.
- Check VAV box air flow calibrations at a sampled rate throughout the building.
- Based on the findings from equipment assessments and testing, generate these into facility improvement measure (FIMs).
- Review the FIMs and help prioritize improvements with the client.
- With the assistance of our Energy Engineers, calculate savings/costs and ROI's for these FIMs.

Implementation Phase

- Assist the client with developing RFP's for FIMs that need contractor support.
- Upon FIM completion, we will test and verify for functionality and design intent.
- Assist with client training on new devices or control strategies implemented.
- Provide RCx report noting all findings and improvements made to the systems.
- Optionally, apply Advanced Energy Management (AEM) tool on the building automation system to continually monitor the buildings for deviations in controls and anomalies.



Retro/ Re Commissioning Milestones

