



FCA, Commissioning, Recommissioning and Retro-Commissioning:

Which One Do I Need and Why?

Who?

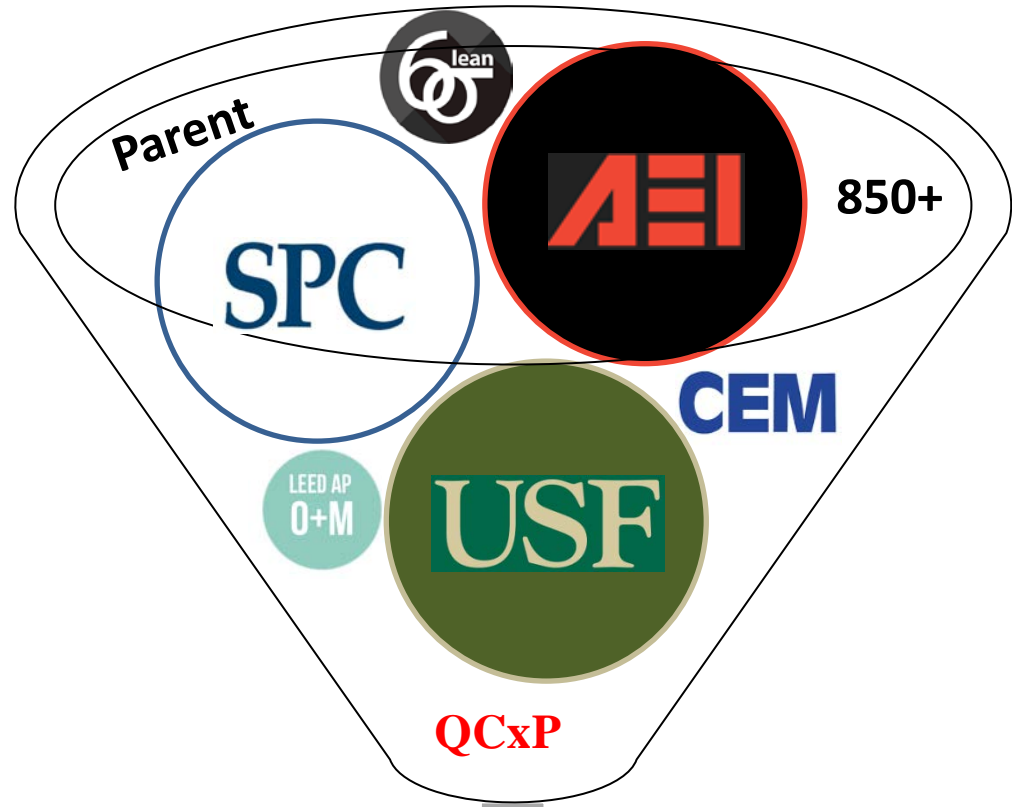
What?

When?

Why?

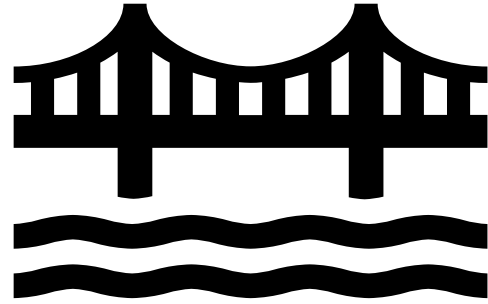


Who am I?

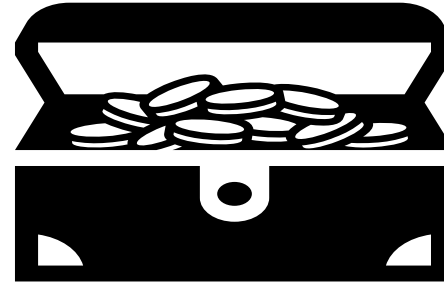




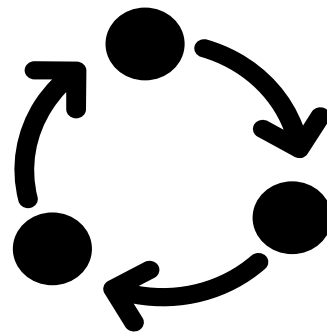
Why am I here?



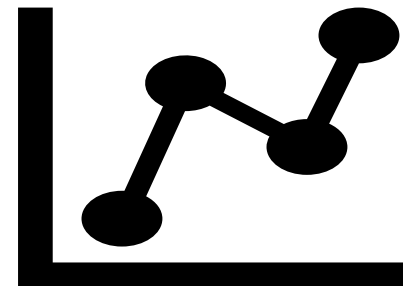
Bridge the Gap
between FCA, Cx & FP



Convey the diverse
benefits of FCAs & Cx



Share best FCA & Cx
application practices



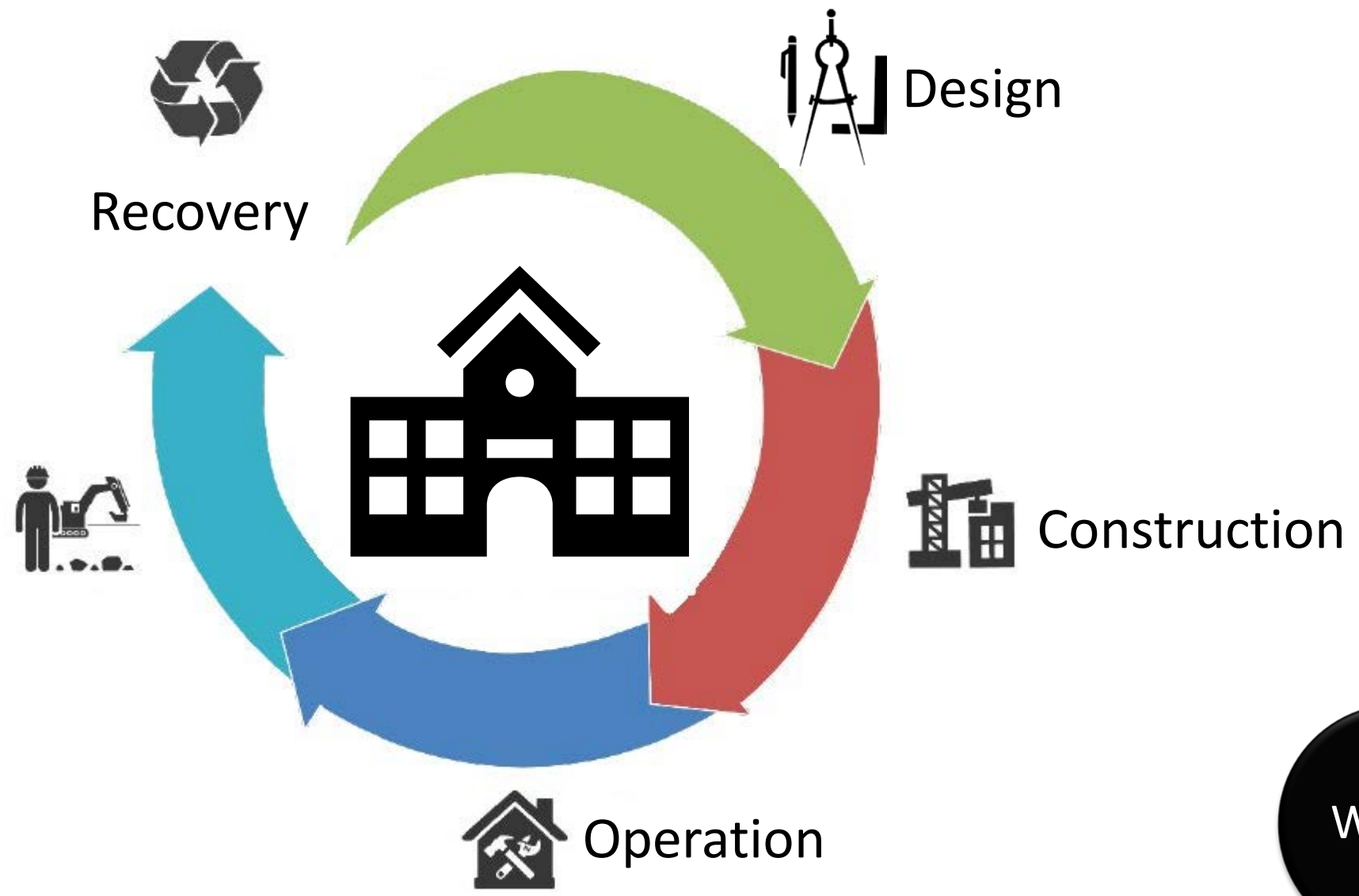
Explore FCA and Cx
Data and findings



Why?



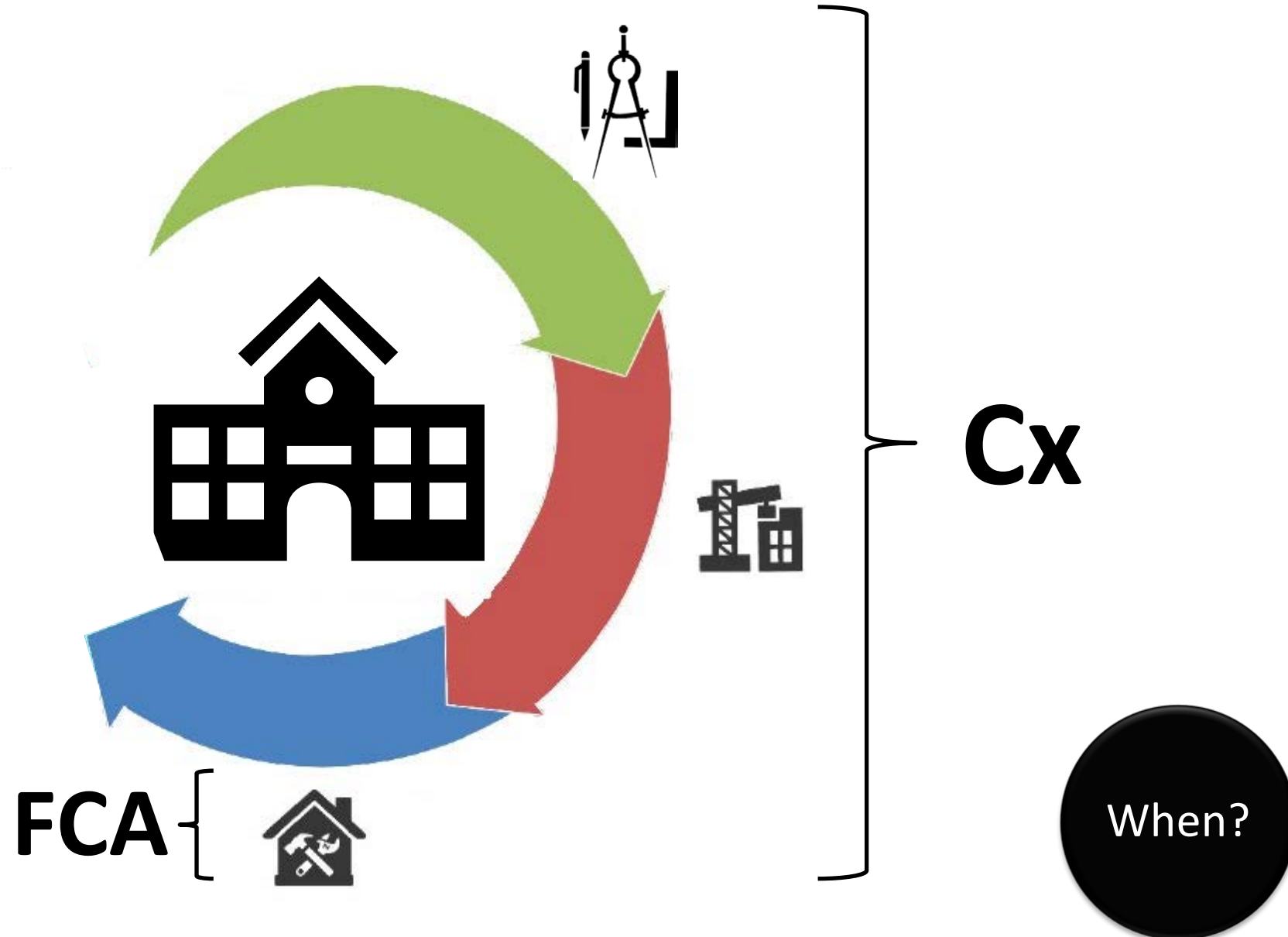
Big Picture - Facility Lifecycle



What?



Cx and FCA Integration





New Construction Commissioning

Re-commissioning

Ongoing Commissioning
Retro-commissioning

Fundamental Commissioning

COMMISSIONING (Cx)

Enhanced Commissioning

Code Compliant Cx

Monitoring-based Commissioning

Continuous Commissioning

Why all the confusion?



Cx Origins – Ship Building



History Lesson:

- Before Cx, Captain *sailed the harbor*
- *Test Drive* approach changed in 1775
- *Alfred*, 1st ship of Continental Navy
- Cx ceremony became a Navy tradition

Ship Cx Attributes:

- “Quality assurance process”
- Installing and testing equipment
- Identifying and correcting problems
- Training the prospective crew

What?

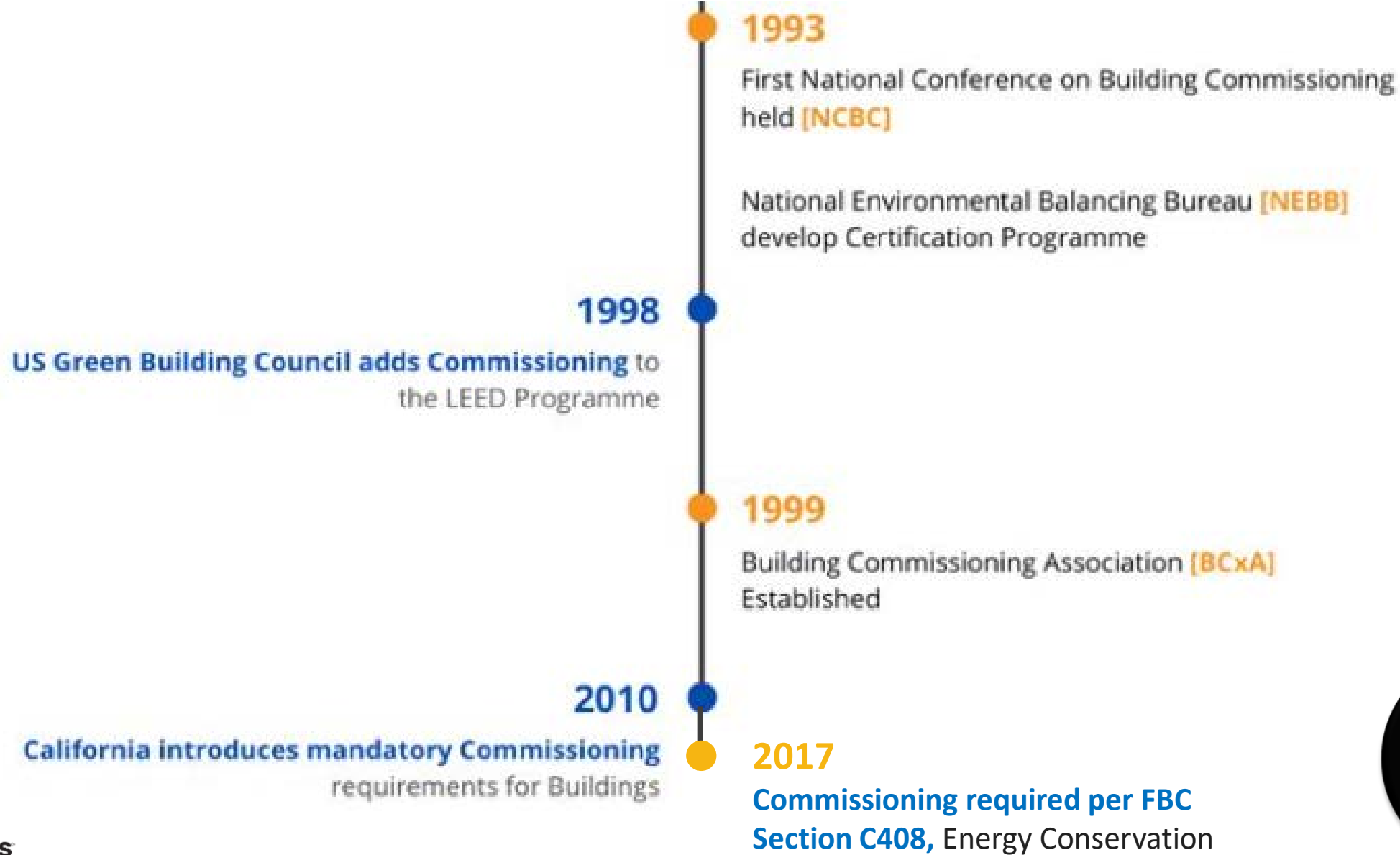


Cx Origins – 200 Years later...





Cx Origins – And Here We Are



Cx Defined



Per ASHRAE Guideline 0: Commissioning is a **quality-focused process** for enhancing the delivery of a project. The process focuses on **verifying and documenting** that the facility and all its **systems** and assemblies are planned, designed, **installed, tested, operated, and maintained** to meet the **Owner's** Project Requirements.



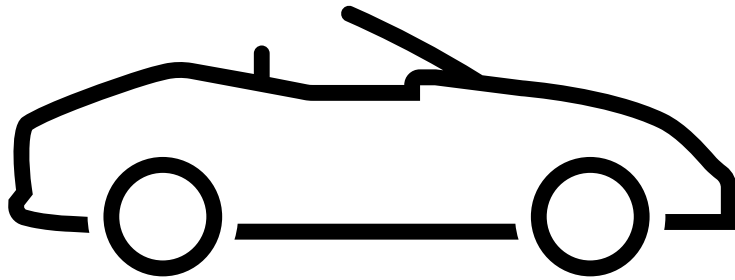
Ship Cx Attributes:

- **“Quality assurance process”**
- **Installing and testing equipment**
- **Identifying and correcting problems**
- **Training the prospective crew**

What?

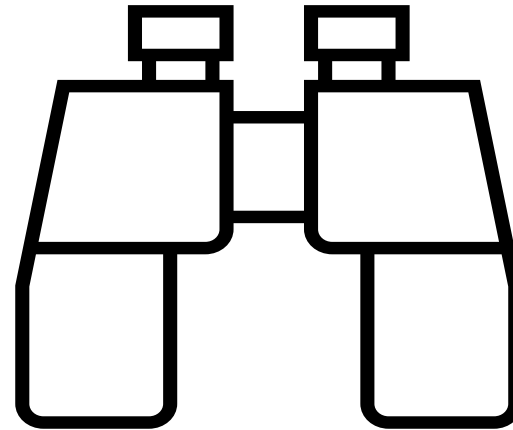
Cx Analogies

Owner



“It’s like paying someone to test-drive your new car”

Contractor



“It’s like a colonoscopy for your building, and they get up there!”

What?



New Construction Commissioning

Re-commissioning

Ongoing Commissioning

Fundamental Commissioning

COMMISSIONING (Cx)

Enhanced Commissioning

Code Compliant Cx

Monitoring-based Commissioning

Continuous Commissioning

Let's clean this up!





New Construction Commissioning (NCCx)

COMMUNICATIONS

Common Systems

ASHRAE Phases

- HVAC
- LIGHTING
- ELECTRICAL
- PLUMBING
- SECURITY
- FIRE ALARM
- AUDIO/VISUAL
- BUILDING ENVELOPE

- PRE-DESIGN
- DESIGN
- CONSTRUCTION
- OCCUPANCY

SEPARATE CONTROL ENVIRONMENTS



NCCx Process Scope Options

	FL Building Code Requirement	LEED (Fundamental / Required)	LEED (Enhanced)	ASHRAE 0
Review Design, OPR, BOD and Issue Review	-	YES	-	YES
Prepare Commissioning Plan	YES	YES	-	YES
Monitor Construction / Equipment Install	YES	YES	-	YES
Review Testing Reports (e.g TAB)	YES	YES	-	YES
Prepare Pre-Functional Checklists	YES	YES	-	YES
Perform Functional Performance Testing	YES	YES	-	YES
Prepare Preliminary Commissioning Report	YES	YES	-	YES
Prepare Final Commissioning Report	YES	YES	-	YES
Coordinate / Review Oper. & Maint. Manuals	YES	YES	-	YES
Prepare LEED Documentation	-	YES	YES	-
Review Contractor Submittals	-	-	YES	YES
Verify Systems Manual Updates and Delivery	YES	-	YES	YES
Verify Owner and Occupant Training at Occupancy	-	-	YES	YES
Review Bldg. Operations at 10-month Post- Occupancy	-	-	YES	YES
Develop Ongoing Commissioning Plan for Occupancy	-	-	YES	YES

What?



Minimum Cx Scope, per FBC

The Florida Building Code (FBC) requires Commissioning of the following systems:

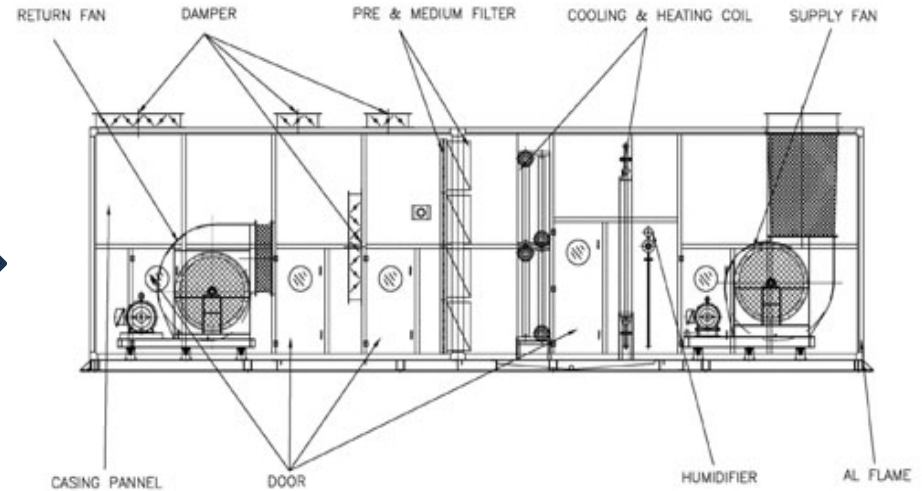
- Mechanical systems
- Electrical power systems
- Lighting systems
- Air distribution systems

Exceptions:

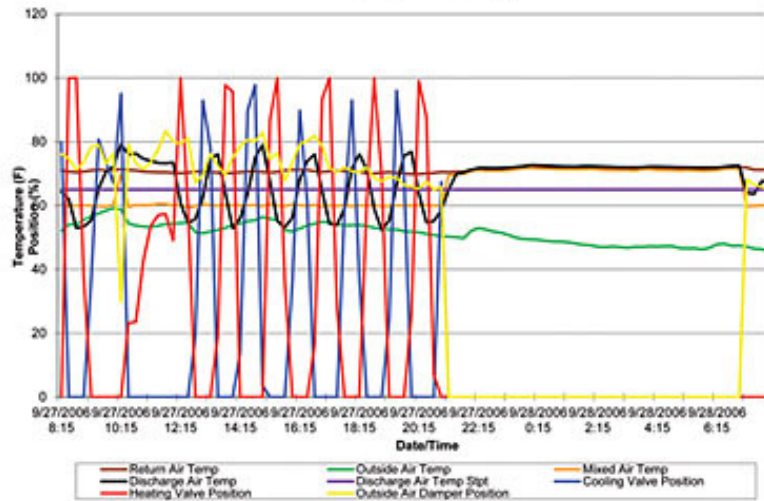
- *Mechanical systems less than 40 tons cooling*
- *Combined water/ space heating under 50 tons*

What?

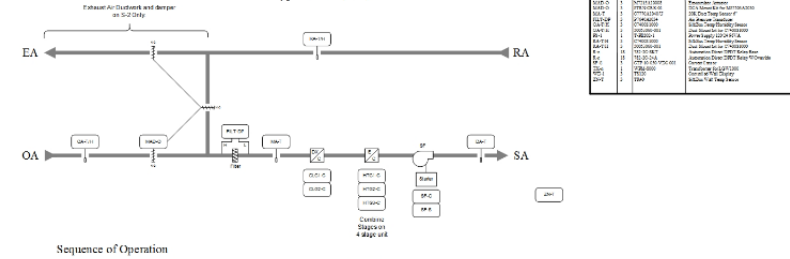
AHU Example



Air Handling Unit
(1 day - economizer)



AHU - Flow Diagram
Typical of S-1, S-2, S-3



Bill of Materials			
Qty	Part	Part No	Part Name
1	Control Panel	100-1000	Control Panel
1	Return Fan	100-1001	Return Fan
1	Supply Fan	100-1002	Supply Fan
1	Pre & Medium Filter	100-1003	Pre & Medium Filter
1	Cooling & Heating Coil	100-1004	Cooling & Heating Coil
1	Humidifier	100-1005	Humidifier
1	Al Flame	100-1006	Al Flame
1	Door	100-1007	Door
1	Casing Panel	100-1008	Casing Panel
1	Damper	100-1009	Damper
1	Return Air Damper	100-1010	Return Air Damper
1	Supply Air Damper	100-1011	Supply Air Damper
1	Outside Air Damper	100-1012	Outside Air Damper
1	Control Stages	100-1013	Control Stages
1	Al Flame	100-1014	Al Flame

Sequence of Operation

Schedule:
The occupied/unoccupied schedule for the controller logic is set through the T3222 that module. The schedule function can be set up to four different day. Schedule can be programmed for different schedule.

Mode:
The unoccupied mode heating and cooling temperature setpoints are configured through the T3222 that module.

Unoccupied Heating Mode:
During unoccupied mode, the fan is off, the damper is closed to outside air, heating commands are off and cooling commands are off.

Unoccupied Heating Mode:
When the space temperature falls below the unoccupied heating temperature, the fan will start, the damper will close to the outside air and the heating will start up. The unit will stay in the unoccupied heating mode until the space temperature rises above the unoccupied heating setpoint for pre-programmed amount.

Unoccupied Cooling Mode:
When the space temperature rises above the unoccupied cooling temperature, the fan will start, the damper will close to the outside air and the cooling will start up. The unit will stay in the unoccupied cooling mode until the space temperature falls below the unoccupied cooling setpoint for pre-programmed amount.

Occupied:
The occupied mode heating and cooling temperature setpoints are configured through the T3222 that module.

During occupied mode: the fan is controlled on continuously, the damper will be controlled to open level in the economizer section, the heating and cooling will attempt to maintain the heating and cooling setpoint as described in the occupied heating and cooling sections.

Transition:
When the priority of the variable is lower than the priority of the other, the system will switch to the other mode. The status of cooling is calculated from the indoor air temperature and humidity control. The return air is calculated from the indoor air temperature and humidity sensors.

During the economizer mode: heating and cooling is locked out until the space temperature is maintained by modulating the damper. Damper will be closed until the space temperature is maintained by modulating the damper. When the damper is in the minimum position and the space temperature is above the unoccupied heating setpoint, the damper will stay in the minimum position.

Unoccupied Heating Mode:
When the space temperature is lower than the space temperature setpoint, above which the unoccupied heating setpoint, the damper will stay in the minimum position.

Unoccupied Cooling Mode:
When the space temperature is higher than the space temperature setpoint, below which the unoccupied cooling setpoint, the damper will adjust the cooling setpoint to maintain the space temperature. During this mode, the economizer damper will stay in the minimum position.

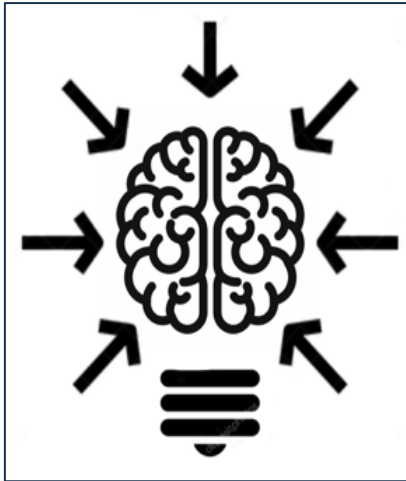
Monitoring and Alarms:
The system will monitor the following points:
Fan status, if the fan status does not match for command, an alarm will be generated.
Discharge Temperature, if the discharge temperature is above the setpoint during heating or drop during cooling mode, an alarm will be generated.
Remote Access
All parameters, setpoints and alarms can be accessed and the status via remote access through the T3222 that module.



Cx Value & Timing

Increased Value ←

→ Lower Initial Cost



Pre-Design

Design

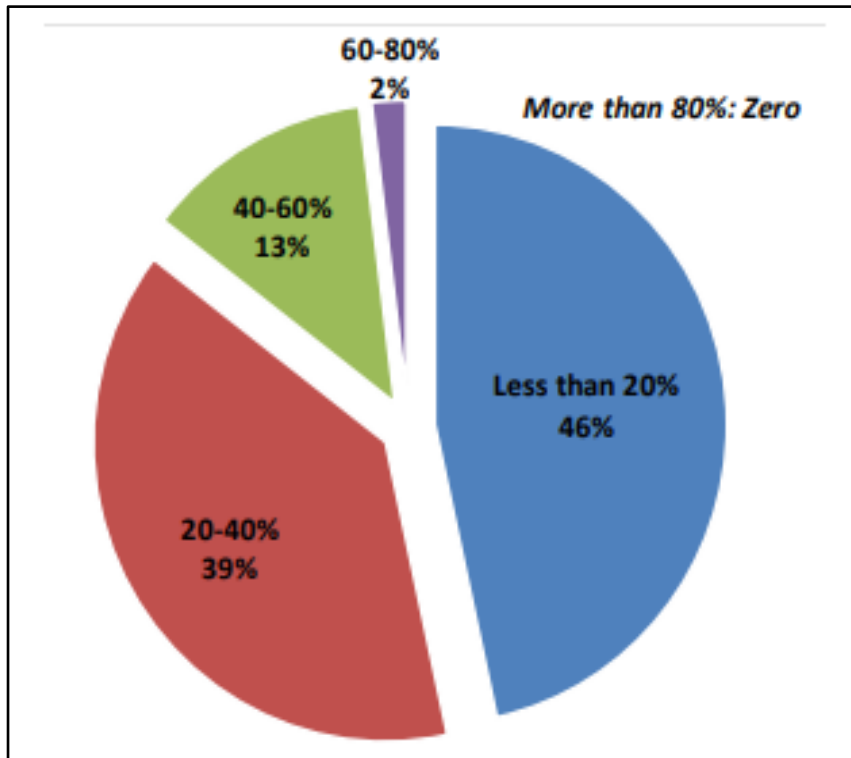
Construction

(Acceptance)

Occupancy

When?

Cx Value & Timing



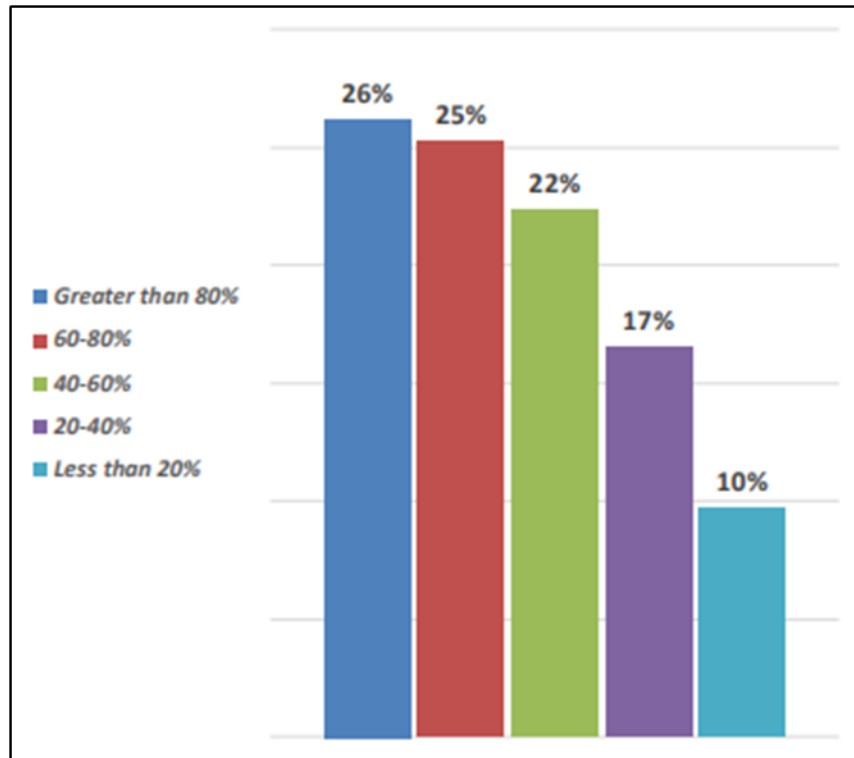
*Per BCxA 2018 Market Survey

“It’s easier to fix things on paper, with a pencil, than in the field, with a power tool.”

- 25% of issues are found during Design Phase
- Design phase issues are quickly resolved
- Design phase issues are cheaper to resolve

When?

Cx Best Practice



*Per BCxA 2018 Market Survey

Trends in Commissioning Application

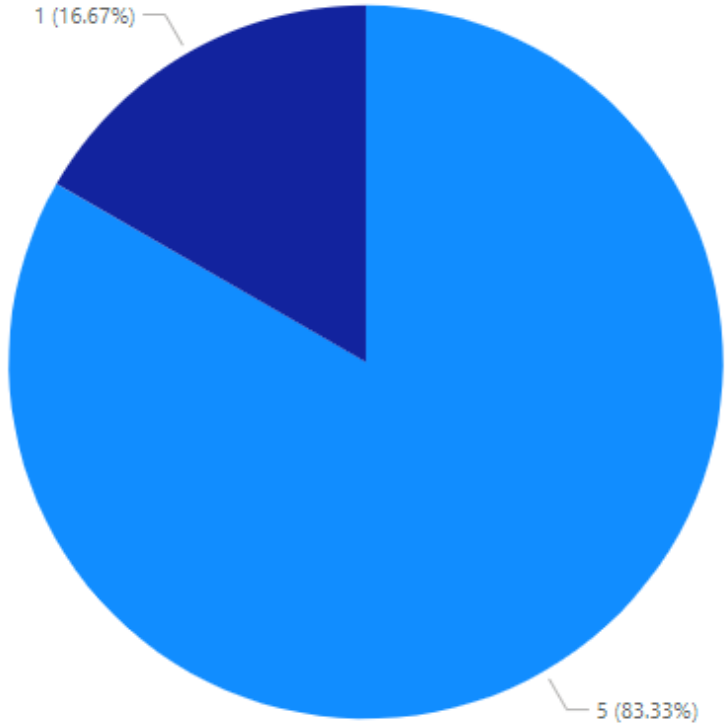
- 26% of clients start Cx at Design Phase 80%+
- 25% of clients start Cx at Design Phase 60%+
- Added fee is nominal vs value added

When?



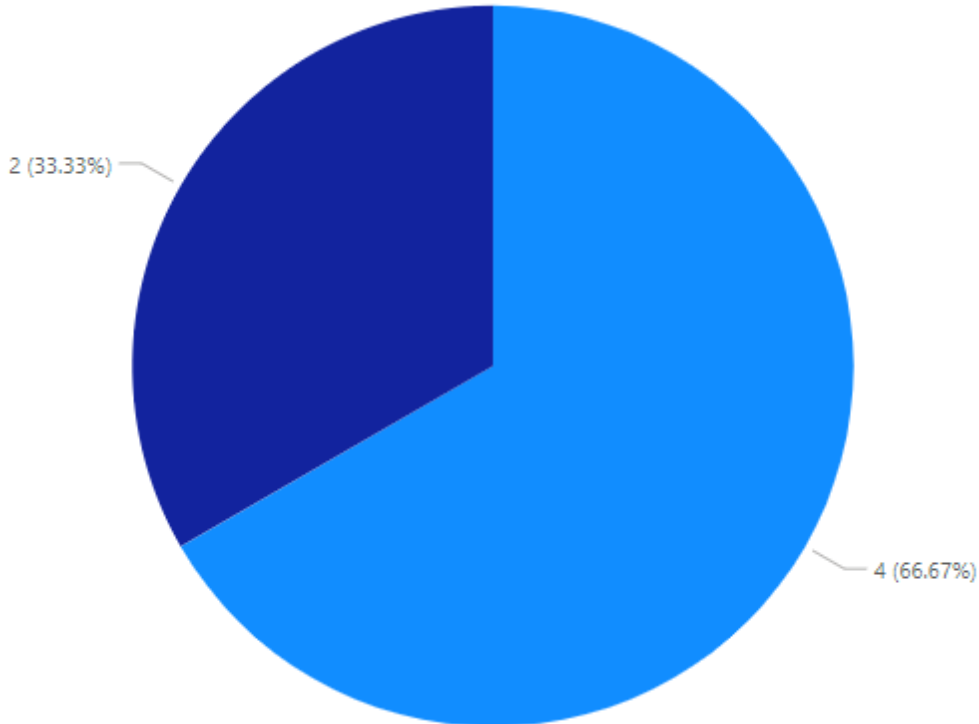
Our Findings

K-12 Start Phase Trends



From 6 most recent K-12 projects

Higher Ed Start Phase Trends



From 6 most recent Higher ed projects

Start Phase
● Construction
● Design

When?

Recent Examples

K-12 Client Cost Avoidance

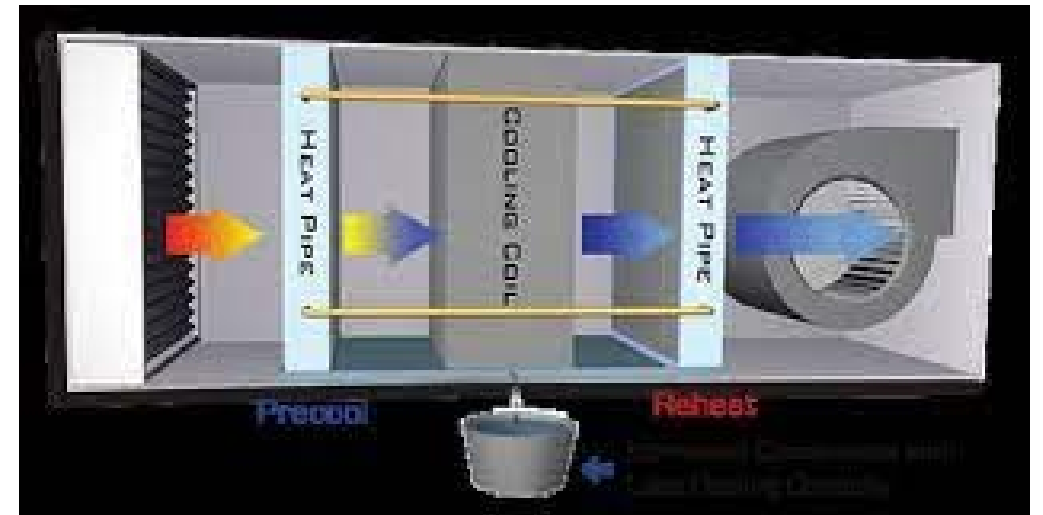
- Nearly replaced CHW distribution due to age
- Conducted a study with Ultrasonic Testing
- Freed up thousands for reallocation



Brooksville Elementary School – CHW Study

Higher Ed Cost Avoidance

- Discovered mis-sized heat pipe design
- Corrected issue and changed order
- Prevented delays, earned LEED points



UF Historical Hall Heat Pipe sizing

Why?



New Construction Commissioning (NCCx)

- Code Compliant Cx
- Fundamental Commissioning
- Enhanced Commissioning

COMMISSIONING (Cx)

Monitoring-based Commissioning
Retro-commissioning
Ongoing Commissioning
Re-commissioning
Continuous Commissioning

Halfway there!

What?

Post-Occupancy Cx Processes

Ongoing (Continuous) Commissioning (OCx):

- Sustain and optimize building performance
- Meet the current facility requirements (CFR)
- 2-year cycle of *continuous* commissioning
- Part of LEED enhanced systems commissioning

Monitoring-Based Commissioning (MBCx):

- Utilizes automated data analytics
- Continuously monitors system performance
- Can be part of an OCx Plan
- Also part of LEED enhanced systems commissioning



What?

Post-Oc/ Existing Building (EBCx) Cx Processes

Re-Commissioning (Re-Cx):

- Ideal for tuning up a previously Cx'd building
- Restore design intent
- Restore operational efficiency
- Offset “drift” and “Override Joe”

Retro-Commissioning (RCx):

- Ideal for older facilities
- Initial/ after-the-fact Cx effort
- Can inform capital invest
- Good for establishing performance baseline



What?

OCx & MBCx Examples

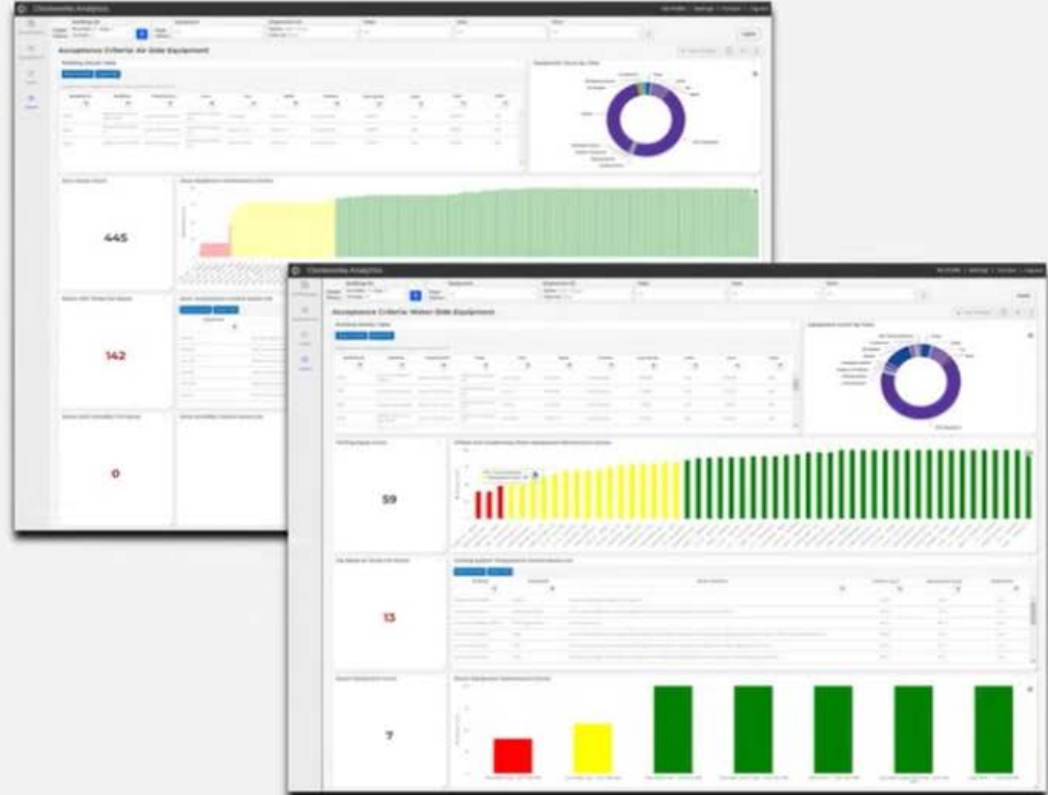
Cx Acceptance Criteria | Summary

Scope: Cx plans are not considered complete until an approved set of Acceptance Criteria is in place.

Requirements:

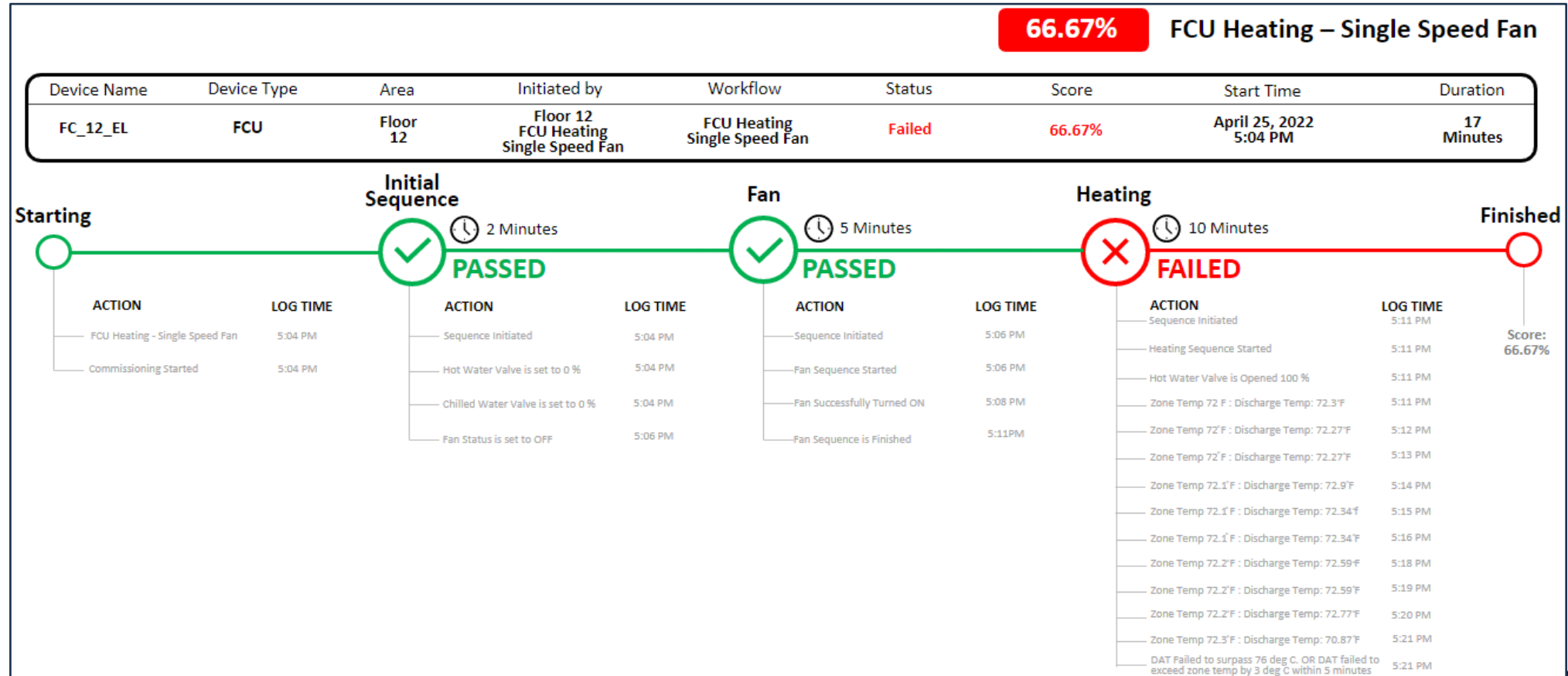
1. On the EOR's plans or specifications , or
2. On a stamped, signed, and dated memo from the EOR to the CxA, and
3. In the Commissioning Plan

Goal: Demonstrate the value of the selected design.



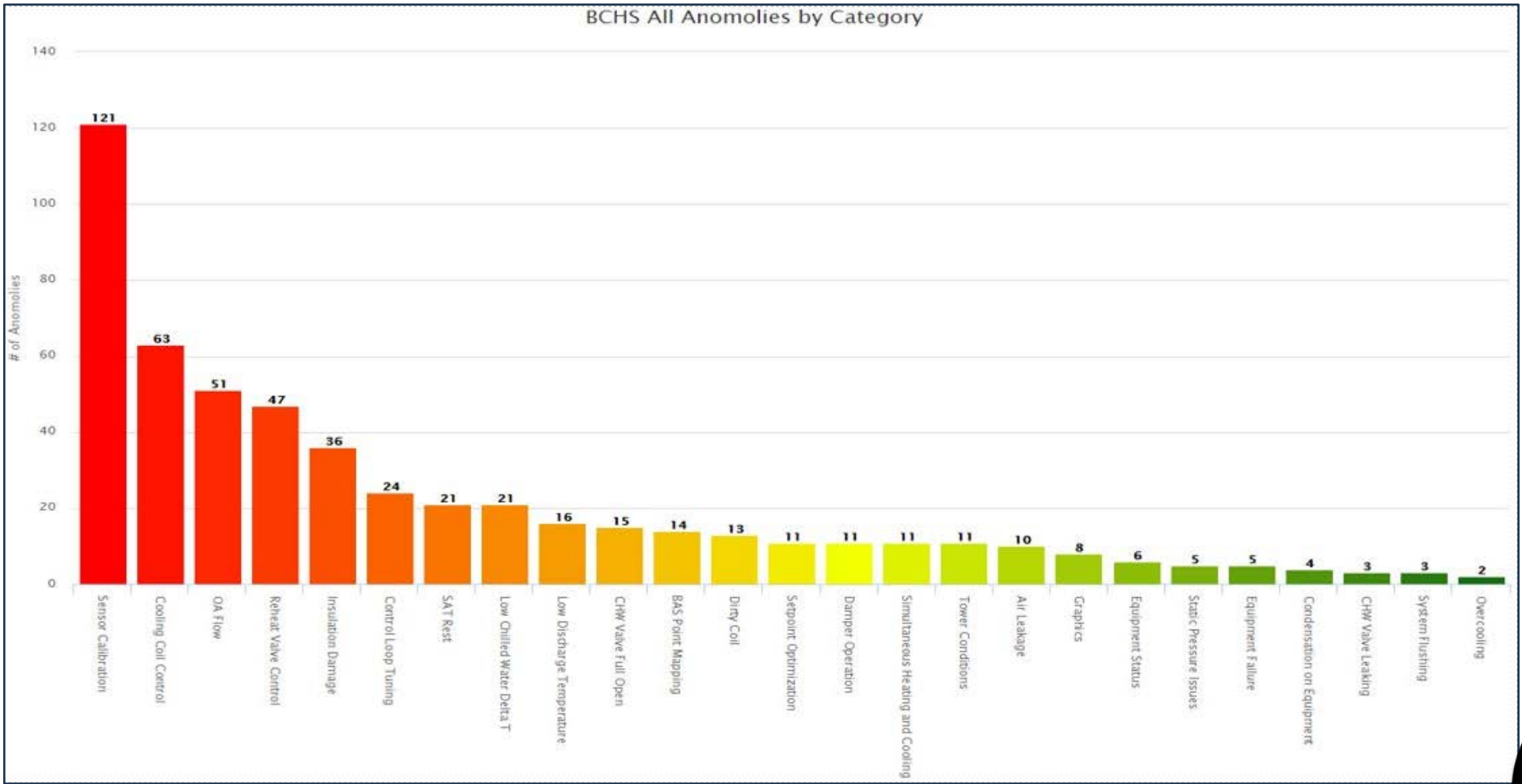
What?

OCx & MBCx Examples



What?

OCx & MBCx Examples



What?

OCx & MBCx Examples

We noticed a comfort failure¹

Root Cause 2

Test Asset

- Discharge Air Temperature (62°F) is lower than its setpoint (65°F)
- Chille

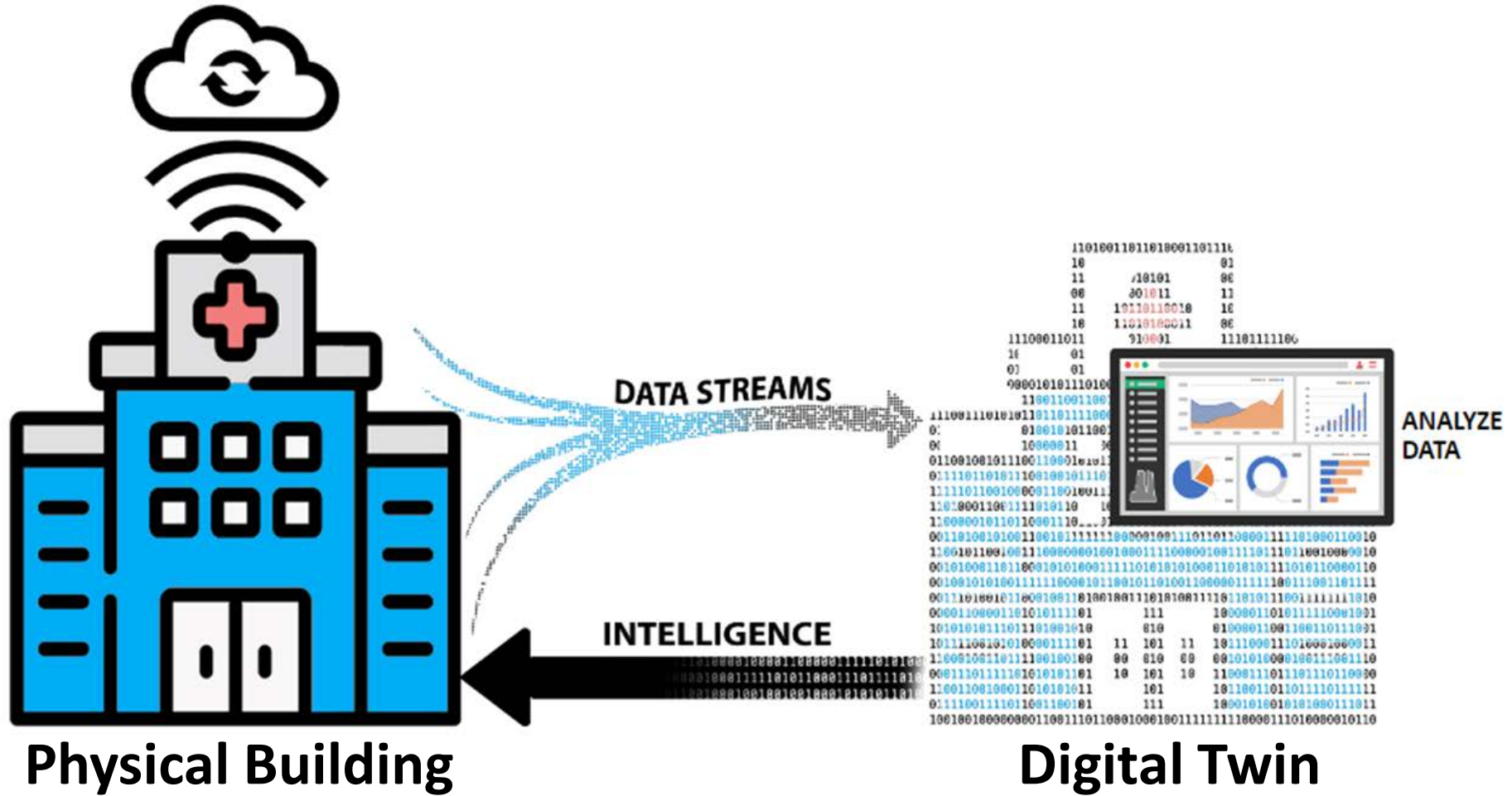
Test	Parameter	Test Value	Lower Limit	Upper Limit
Damper Output	greater than Minimum Operational OAD Control value (0 %)	50	0	100
Discharge Temperature Setpoint	Discharge Temperature Setpoint is 65°F	65	42	75
Discharge Air Temperature	Discharge Air Temperature is 62°F Discharge Air Temperature (62°F) is lower than its setpoint (65°F)	62	42	96
Cooling Output	Cooling Output value(0%) is acceptable. (Not greater than its maximum value(100%))	0	0	100
Valve Position	Chilled water valve feedback value (70%) is not around the control value (0%)	70	0	100
Discharge Air Press Setpoint	Discharge Air Press Setpoint is 0.7 w.c.	0.7	0	2
Discharge Air	Discharge Air Static Pressure 1 is 1 w.c.			

Detected Failures



Digital Twin Platforms

OCx & MBCx Examples





Re & Retro Cx Survey

Re-Commissioning (Re-Cx):

- How many occupy or operate a Cx'd building?
- Have any buildings that were Cx'd over 5 years ago?
- Has operational efficiency dropped?
- Do you employ an "Override Joe"?

Retro-Commissioning (RCx):

- How many occupy or operate older buildings?
- Have they ever been Cx'd?
- Could you use some guidance regarding capital invest?
- Have you ever established performance baseline?

What?



Relevant Data

According to the 2021 America's Infrastructure Report:

- There are 67 School Districts in Florida
- Nearly 3,600 K-12 Schools
- 180,000 permanent classrooms
- Average Building Age is **31** years old

According to Florida Deferred Maintenance Report:

- FL colleges and universities have a DM backlog
- Various repair and replacement projects are needed
- PECO funding won't meet the need
- Average Building Age is **24** years old

Why?

Re & Retro Example

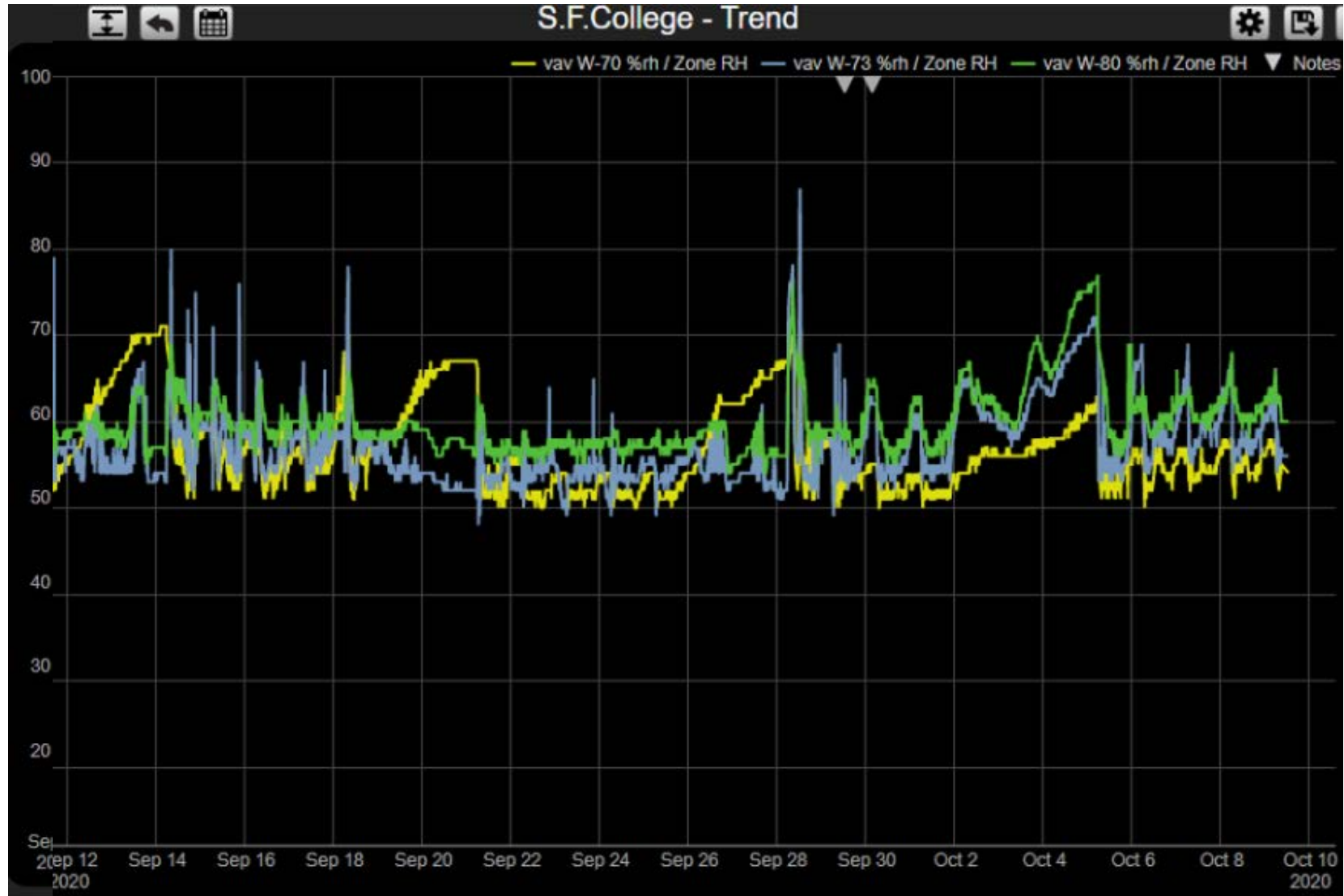


Santa Fe College:

- Mixture of Cx'd and non-Cx'd buildings
- Prioritized older Retro-Cx first
- Re-Cx of newer buildings after
- Focused on one building at a time
- Various use-changes over the years
- Excellent record keeping for reference
- Sought direction and energy savings
- Multiple findings per building

Why?

Re & Retro Example



Why?



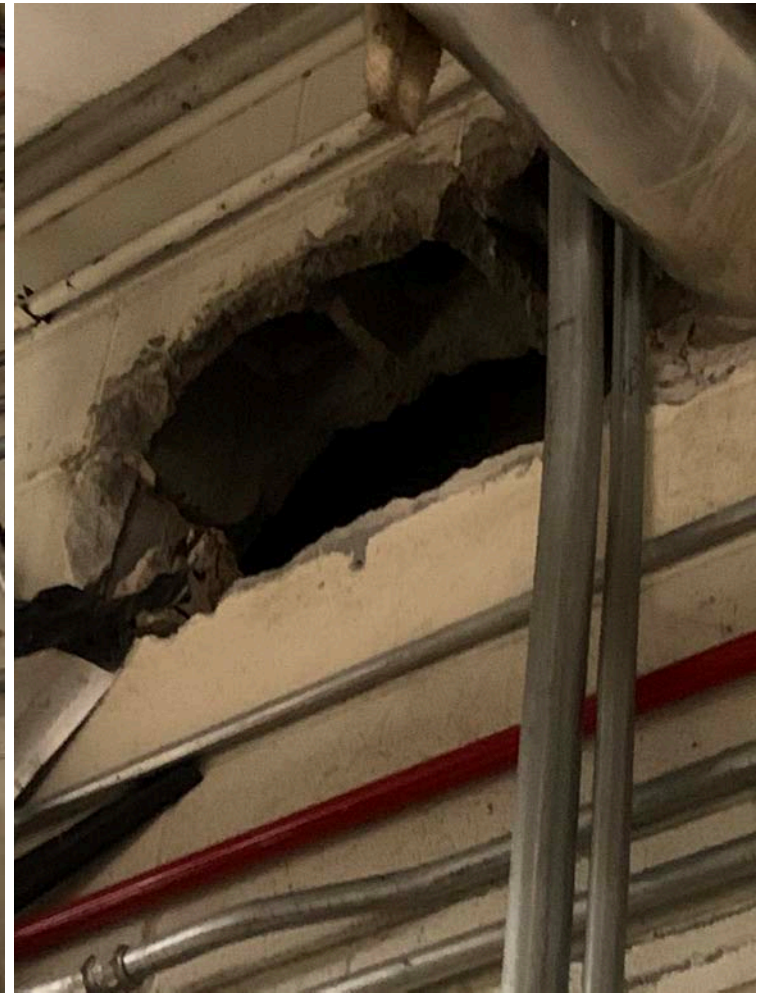
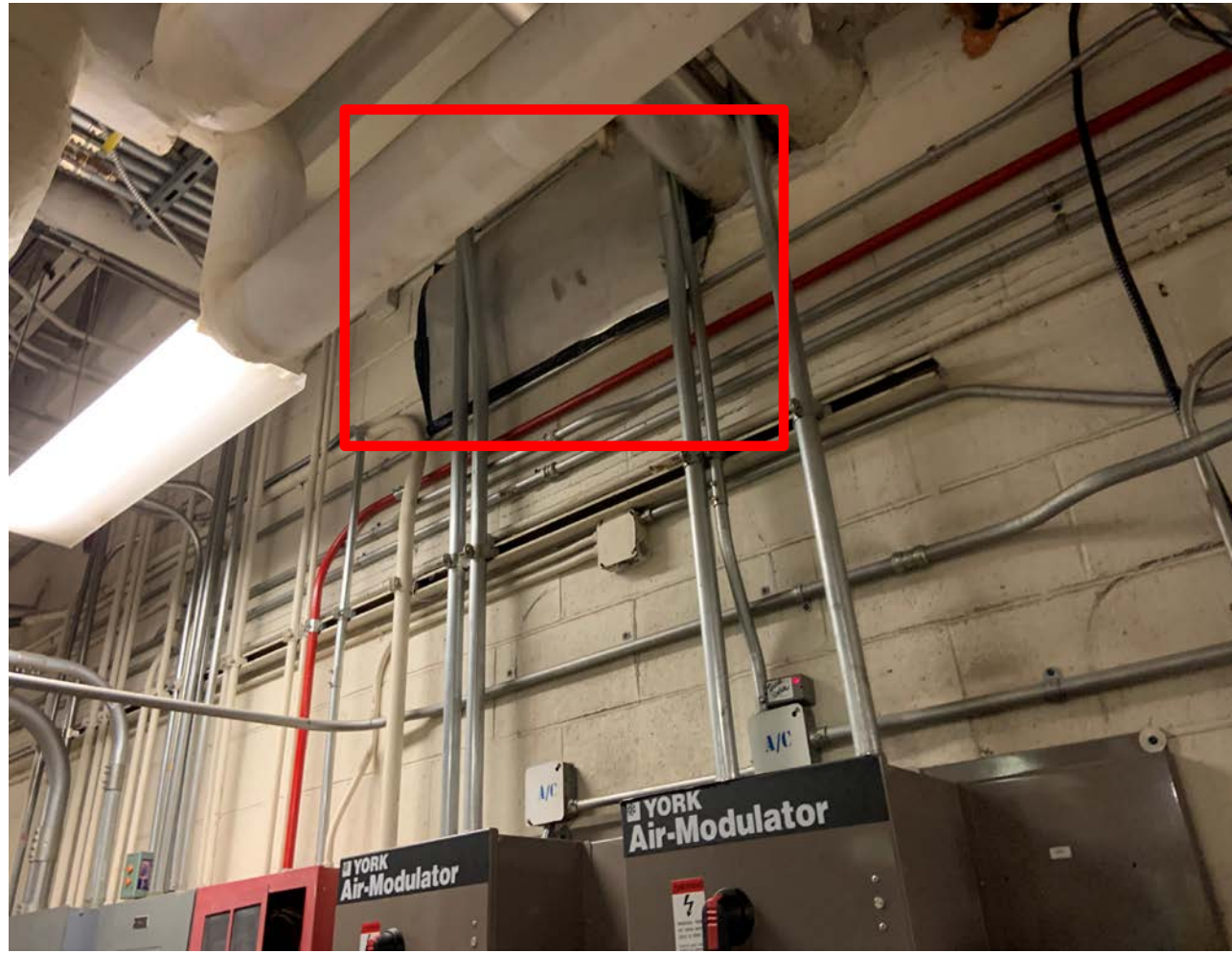
Re & Retro Example



Why?



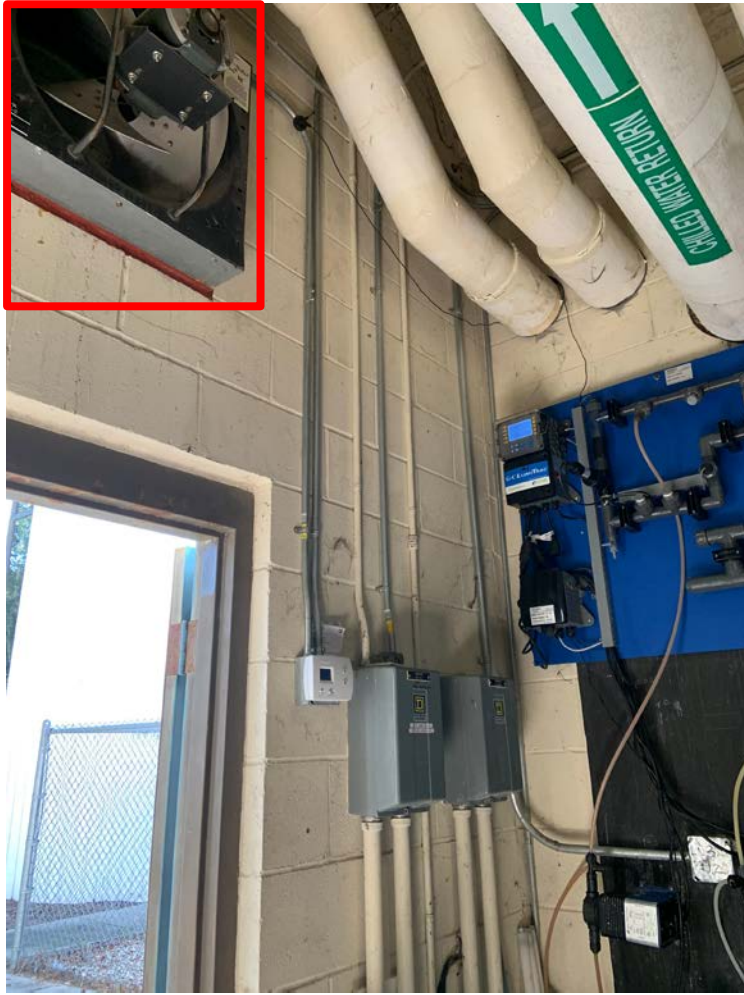
Re & Retro Example



Why?



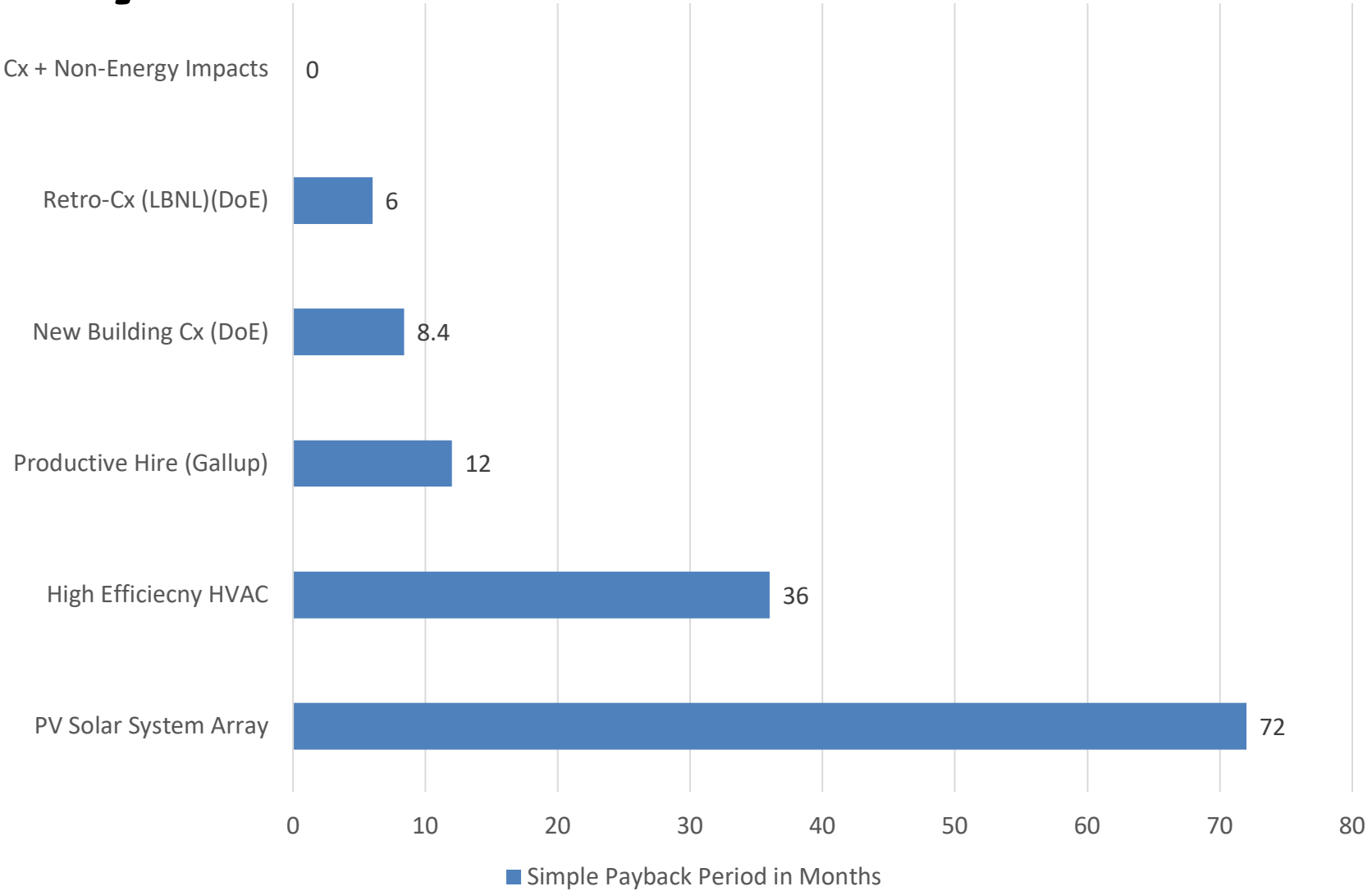
Re & Retro Example



Why?



Simple Payback





New Construction Commissioning (NCCx)

- Code Compliant Cx
- Fundamental Commissioning
- Enhanced Commissioning

COMMISSIONING (Cx)

Post Oc/ Existing Building Cx (EBCx)

- Ongoing/ Continuous Commissioning
- Monitoring-based Commissioning
- Re & Retro-commissioning

Better?

What?



Facility Condition Assessment (FCA)

What?



FCA Defined

A comprehensive evaluation of a building's physical condition.

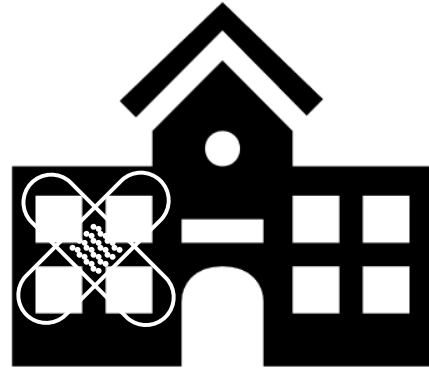
The purpose of an FCA is to:

- Identify any existing or potential problems
- Determine if the building is suitable for its intended functions
- Prioritize repairs
- Help determine preventive maintenance, repairs, and upgrades
- Provide recommendations for addressing issues
- Provide financial forecasting, if requested

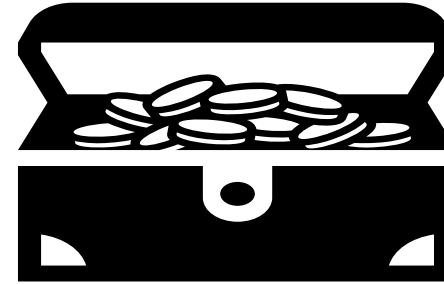
What?



FCA Timing



When facility is in decline



When repair funds are available



When an extra set of eyes is needed

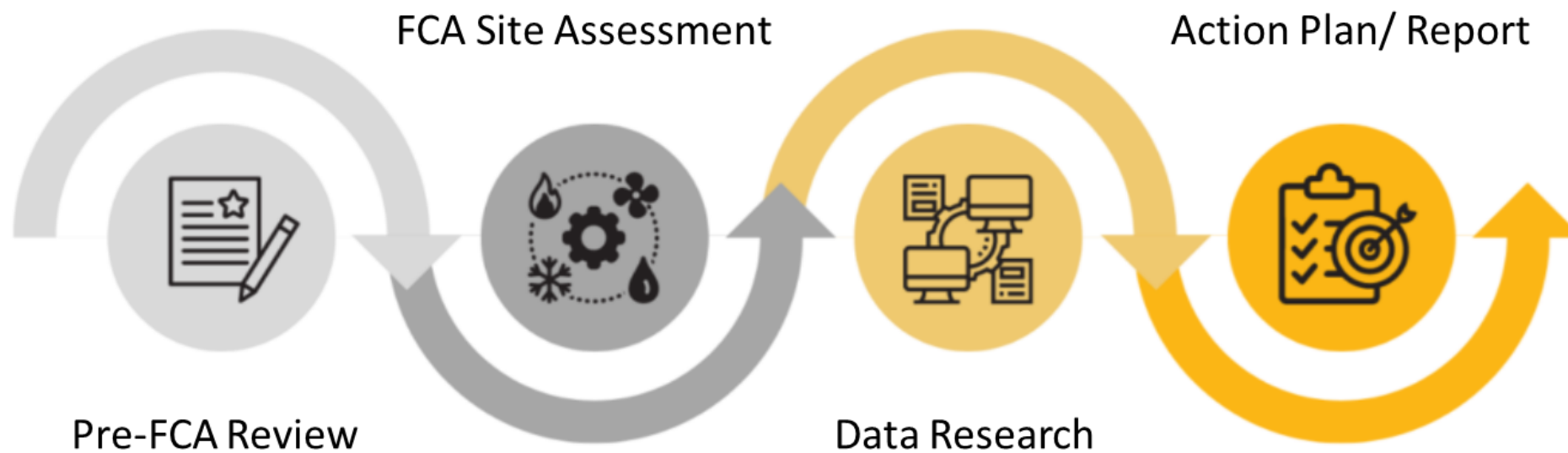


Following unexpected damages

When?



FCA Process



What?



FCA Best Practices

FCA + TAB

- Great for informing design
- Next best baseline to Retro-Cx
- Quick turn-around time
- Can be easily compiled

Why?



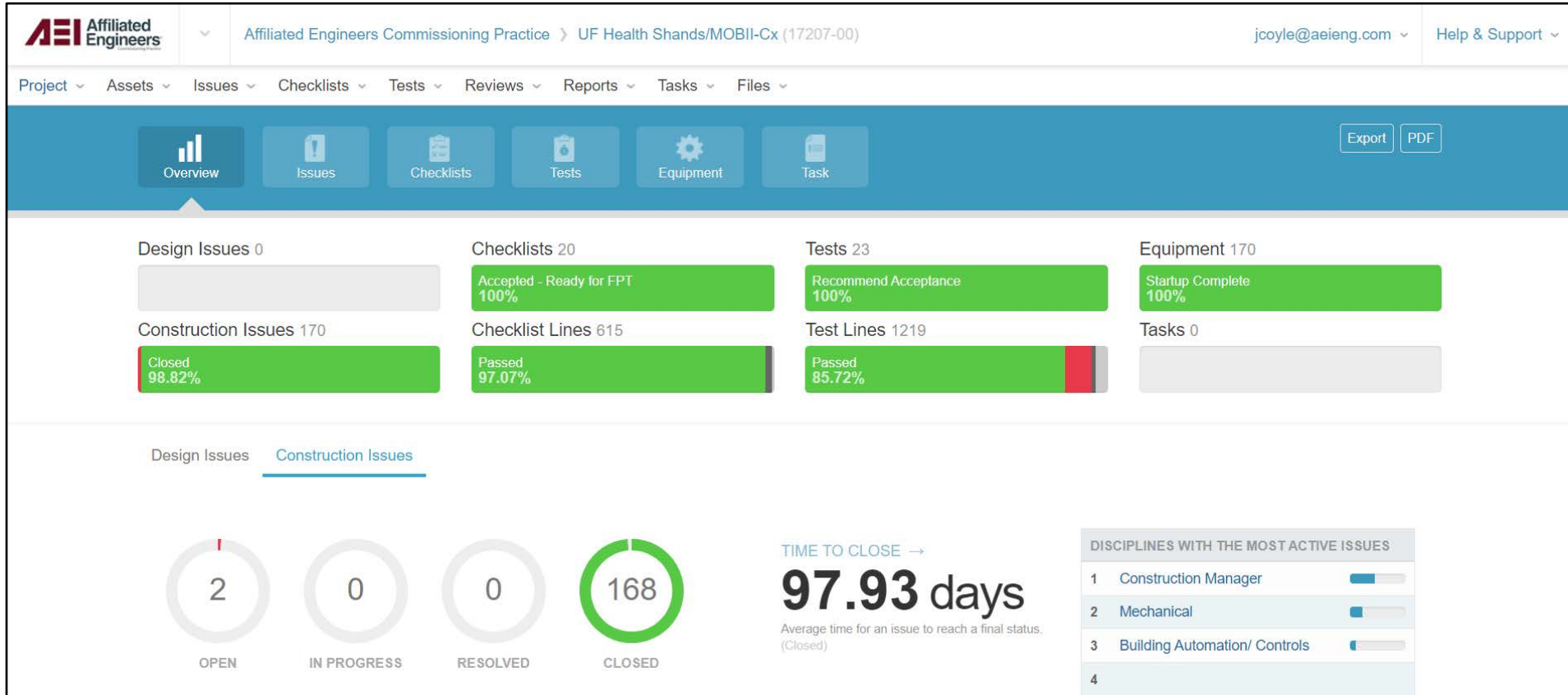
FCA and Cx Process Delivery

Not all FCA and Cx processes are created equal, so look for the following:

- Intuitive, live software, with full export capability
- A teamwork and resource-oriented philosophy that creates buy-in
- An efficient, integrated approach that limits duplication of effort
- Ability to provide meaningful, valuable data following effort

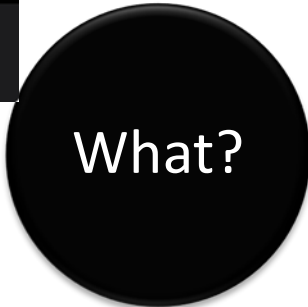
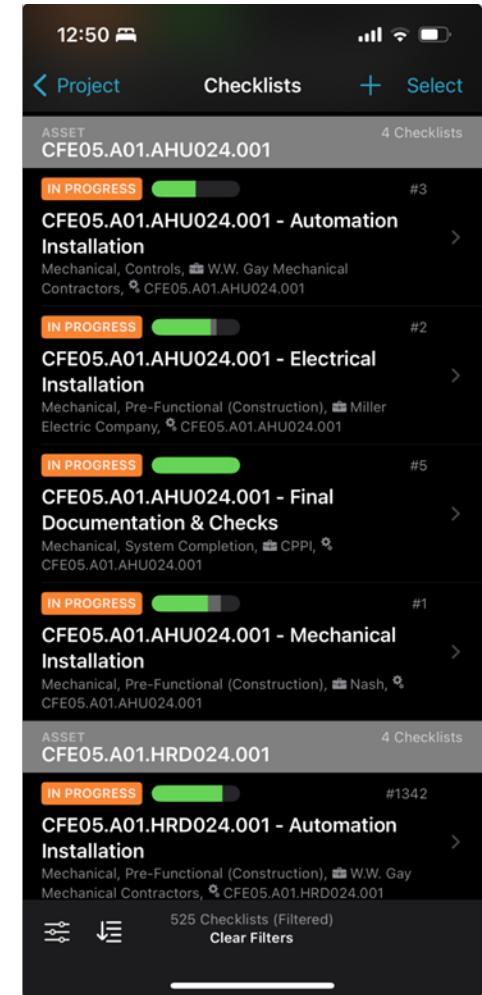
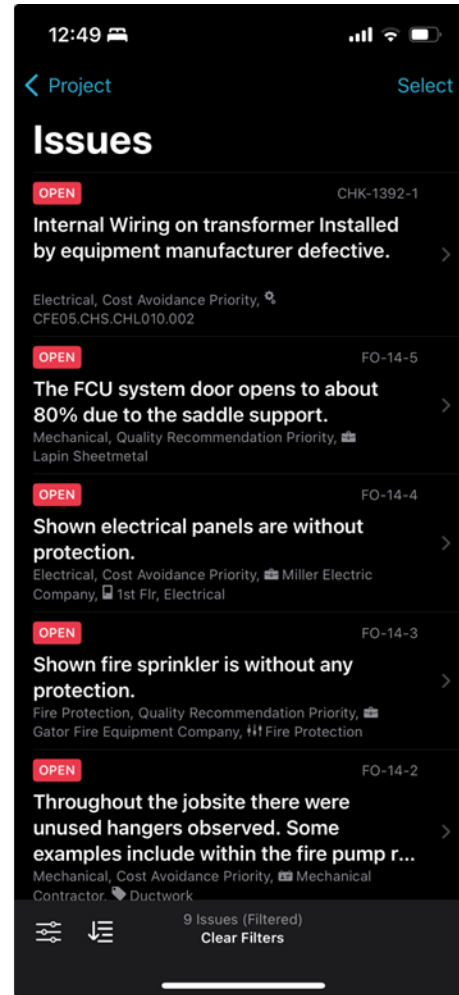
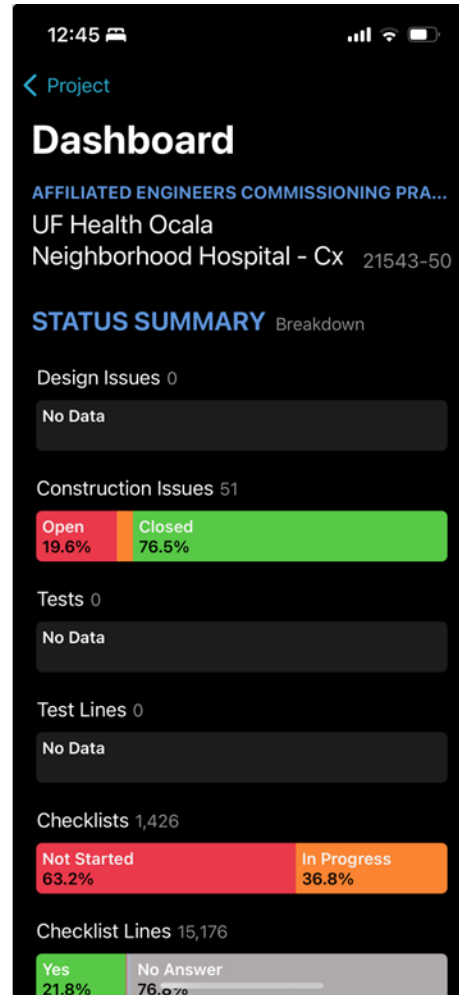
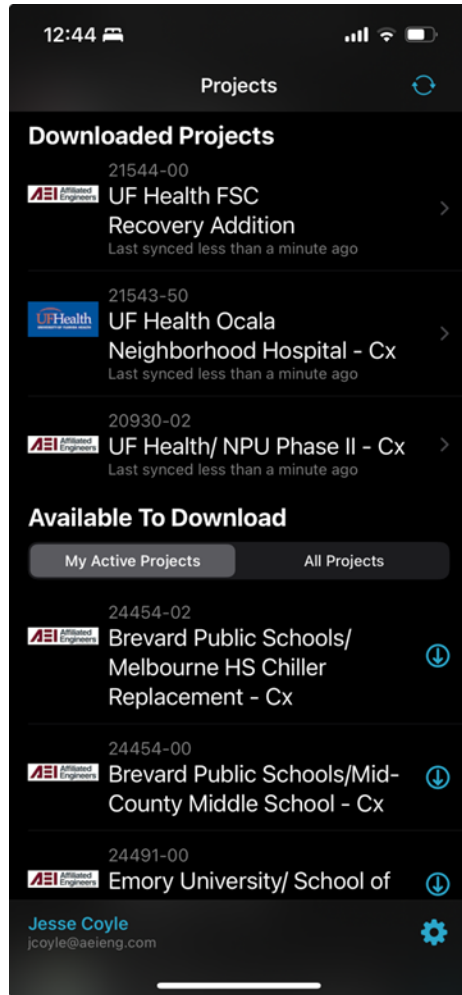
Why?

Intuitive Live Software

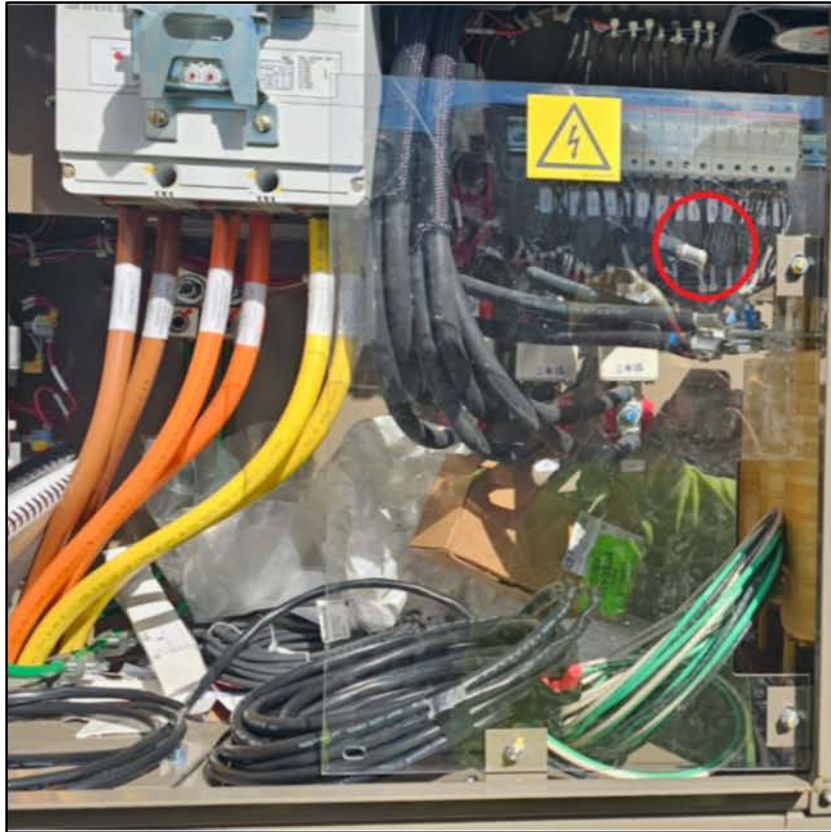


What?

Intuitive Live Software



Resource Oriented Approach



CONSTRUCTION ISSUE
CHK-1392-1 OPEN COST AVOIDANCE

[Return to List](#) [Previous](#) [CHK-1392-1](#) [Next](#) [Watch](#) [Email](#) [PDF](#) [Settings](#) [Mark as In Progress](#) [Assign To](#) [Delete](#) [Edit](#)

DESCRIPTION
Internal Wiring on transformer Installed by equipment manufacturer defective.
Broken Termination

ASSIGNED TO Nolan Davis
General Contractor, CPPI

ASSET CFE05.CHS.CHL010.002
Air Cooled Chiller
CHW
Yard

PRIORITY Cost Avoidance
DISCIPLINE Electrical
DRAWING
DUE DATE 1/31/2024

SOURCE Checklist 1392, Line 1
Electrical connections are complete

CREATED BY Steven Videon
IDENTIFIED ON 1/24/2024 at 11:08:19 AM

COMMENTS 1

Have something to add, Jesse?

Steven Videon
Electrical Contractor, Miller Electric Company
1/24/2024 at 11:08 am

Have equipment manufacturer re-terminate broken transformer tap. #1
[Edit](#) [Delete](#)

[Add Comment](#)





Resource Oriented Approach



+



VS



+



What?

Efficient, Integrated Approach

CHECKLIST

#18 U12.A01.AHU042.001

Affiliated Engineers Commissioning Practice | UF Health Shands/MOBI-Cx | 17207-00



Type Construction (Pre-Functional)
Asset U12.A01.AHU042.001

Section 1

First Section Mike Batchelder

PRE-INSTALLATION

- ✓ X % 1 Casing condition good – no dents or leaks
- ✓ X % 2 Unit installed on appropriate level curb above roof
- ✓ X % 3 Unit openings sealed

EQUIPMENT INSTALLATION

- ✓ X % 4 Vibration isolation equipment installed
- ✓ X % 5 Ample maintenance access for unit and components
- ✓ X % 6 Doors/Panels close and continuously sealed
- ✓ X % 7 Ducts are installed, tested, cleaned and labeled
- ✓ X % 8 Final Filters installed
- ✓ X % 9 All dampers installed correctly and close tightly
- ✓ X % 10 All coil(s) are clean and fins are in good condition
- ✓ X % 11 Supply fan belt installed, tensioned and guarded
- ✓ X % 12 Supply fan area clean
- ✓ X % 13 Supply fan, shaft and motor alignment is correct
- ✓ X % 14 Drain pans pitched toward drain outlet
- ✓ X % 15 Installation in accordance with applicable building codes
- ✓ X % 16 Field verification of as-built documentation
- ✓ X % 17 Unit installed with hurricane anchors, etc. per code
- ✓ X % 18 Lubricated weatherproof motor with guard installed
- ✓ X % 19 Coil fins have protective coating, including fin edges
- ✓ X % 20 Unit is properly insulated to prevent sweating
- ✓ X % 21 System evacuation complete

PIPING INSTALLATION

- ✓ X % 22 Adequate trap depth for condensate drain line

Checklists | Printed on 01/23/2024 | Page 1 of 2



#18 U12.A01.AHU042.001 | Affiliated Engineers Commissioning Practice | UF Health Shands/MOBI-Cx | 17207-00

- ✓ X % 23 Condensate pipe complete and properly mounted

ELECTRICAL INSTALLATION

- ✓ X % 24 Disconnect enclosure is appropriate for space
- ✓ X % 25 No excessive temperatures, moisture or dirt at VFD
- ✓ X % 26 Power disconnects in place and labeled
- ✓ X % 27 All electric connections tight
- ✓ X % 28 Proper grounding for components and unit
- ✓ X % 29 Unit has power and is interlocked with control system
- ✓ X % 30 Overload breakers installed and correct size
- ✓ X % 31 All lights installed and operational

AUTOMATION INSTALLATION

- ✓ X % 32 OA flow station installed with proper inlet and outlet
- ✓ X % 33 Control hardware complete per documents
- ✓ X % 34 Control system interlocks hooked up and functional
- ✓ X % 35 Safety devices work in HAND or AUTO
- ✓ X % 36 Instruments tagged appropriately
- ✓ X % 37 Trending of all points enabled

STARTUP AND OPERATION

- ✓ X % 38 No unusual noise or vibration while running
- ✓ X % 39 Refrigerant charge meets manufacturer requirements
- ✓ X % 40 Manufacturer installation checklist completed

DUCTWORK INSTALLATION

- ✓ X % 41 Duct insulation and vapor barrier properly installed
- ✓ X % 42 Diffusers, grilles, ductwork complete
- ✓ X % 43 Ducts cleaned per specifications
- ✓ X % 44 All duct joints properly sealed with approved mastic
- ✓ X % 45 Access doors installed, gaskets tight

FINAL DOCUMENTATION AND CHECKS

- ✓ X % 46 Units labeled correctly per specifications
- ✓ X % 47 Operation and maintenance information provided
- ✓ X % 48 Start-up report
- ✓ X % 49 Control drawings
- ✓ X % 50 Provide manufacturer's installation and operation data

Checklists | Printed on 01/23/2024 | Page 2 of 2

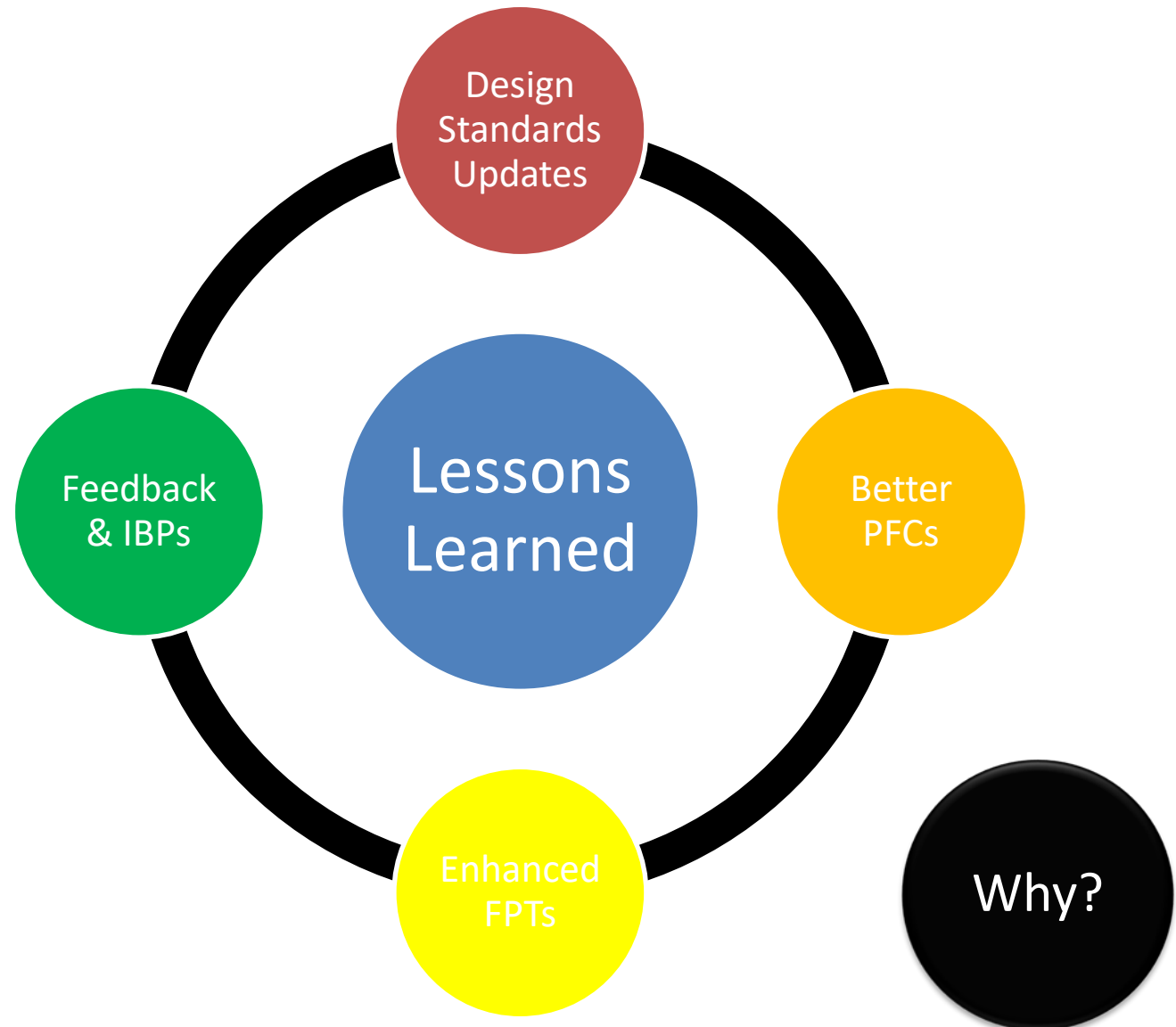
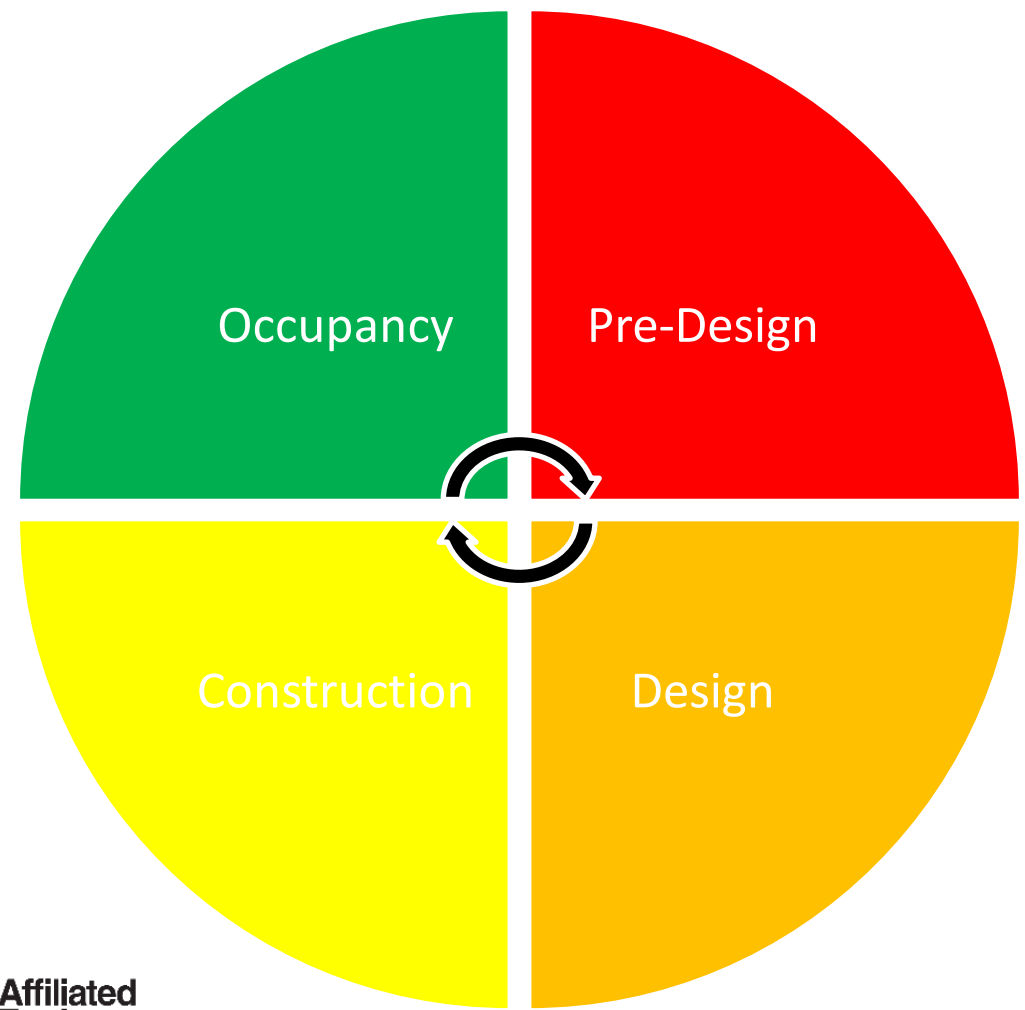


- PFCs are custom
- Compliment manufacturer documents
- Concisely written
- Merged meetings

Why?

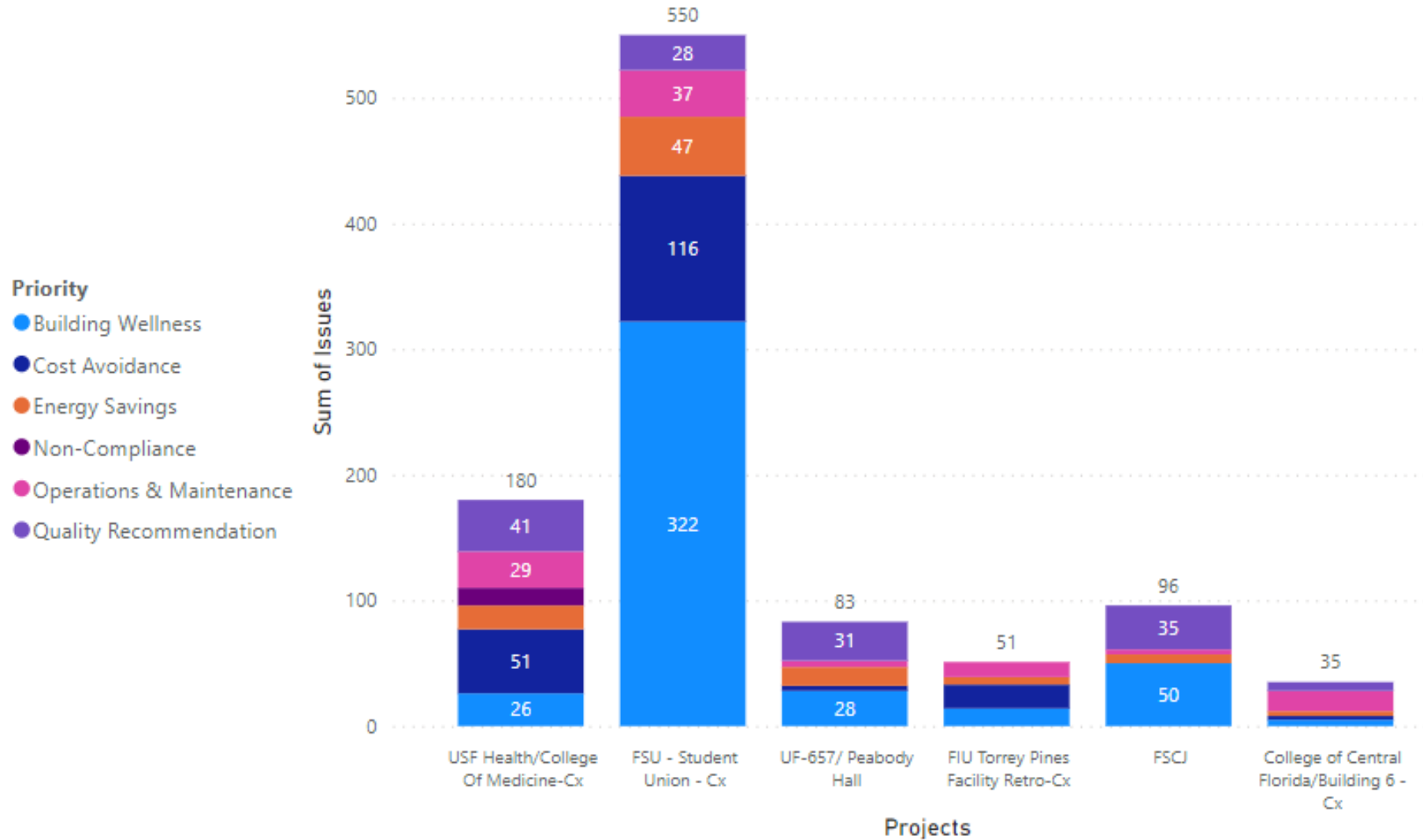


Efficient, Integrated Approach



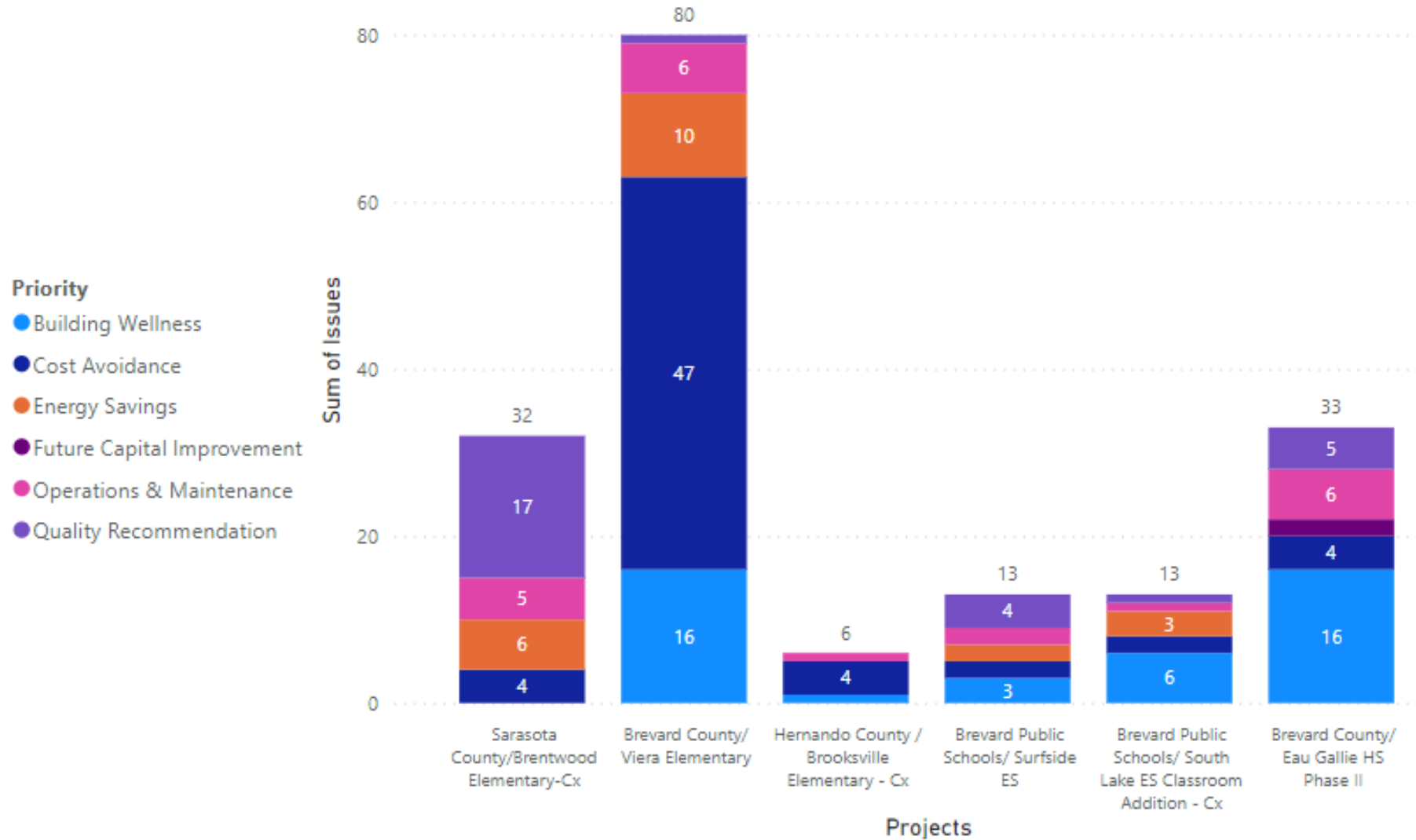
Provide Meaningful Data

Issues by Projects and Priority



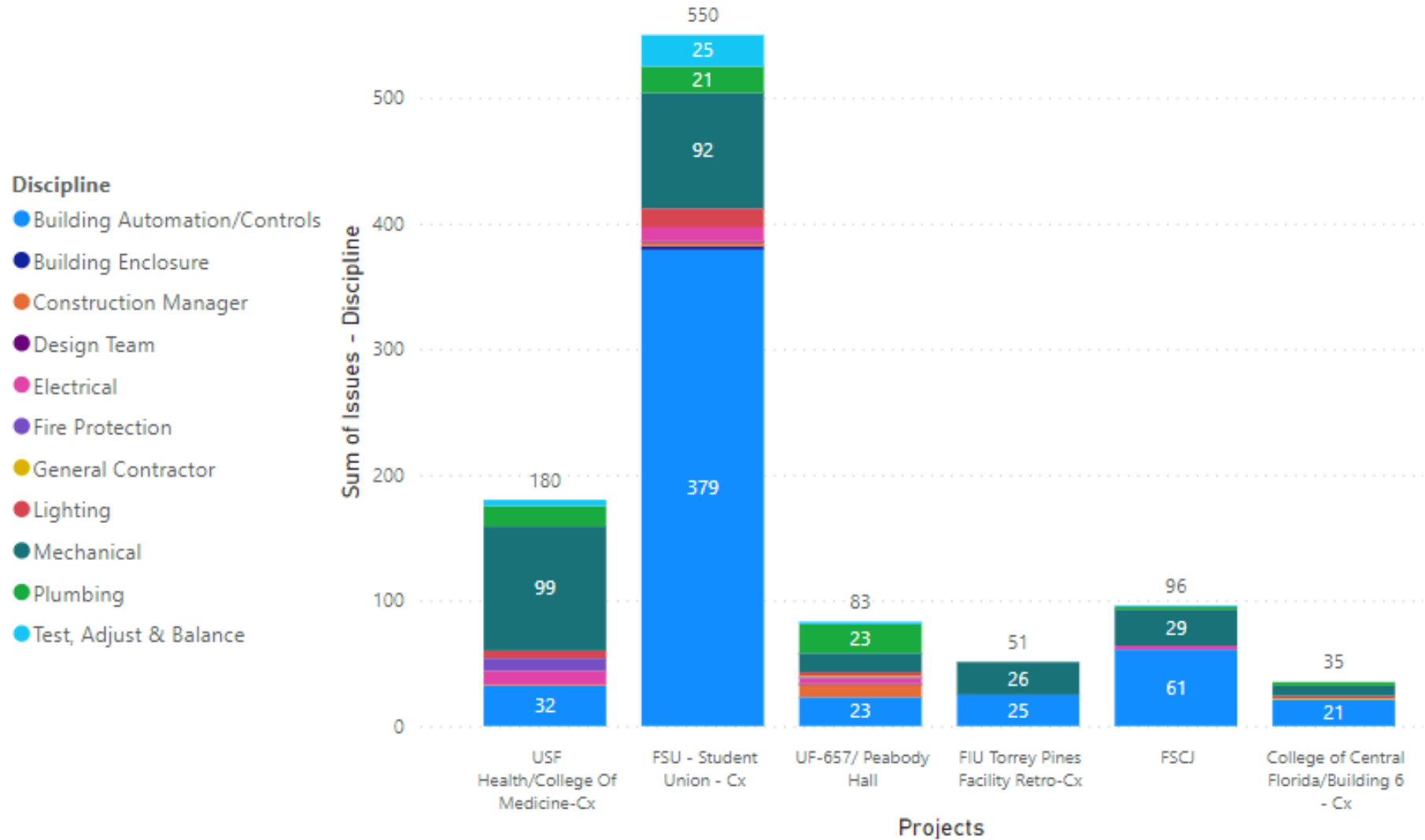
Provide Meaningful Data

Issues by Projects and Priority



Provide Meaningful Data

Issues by Projects and Discipline



Why?

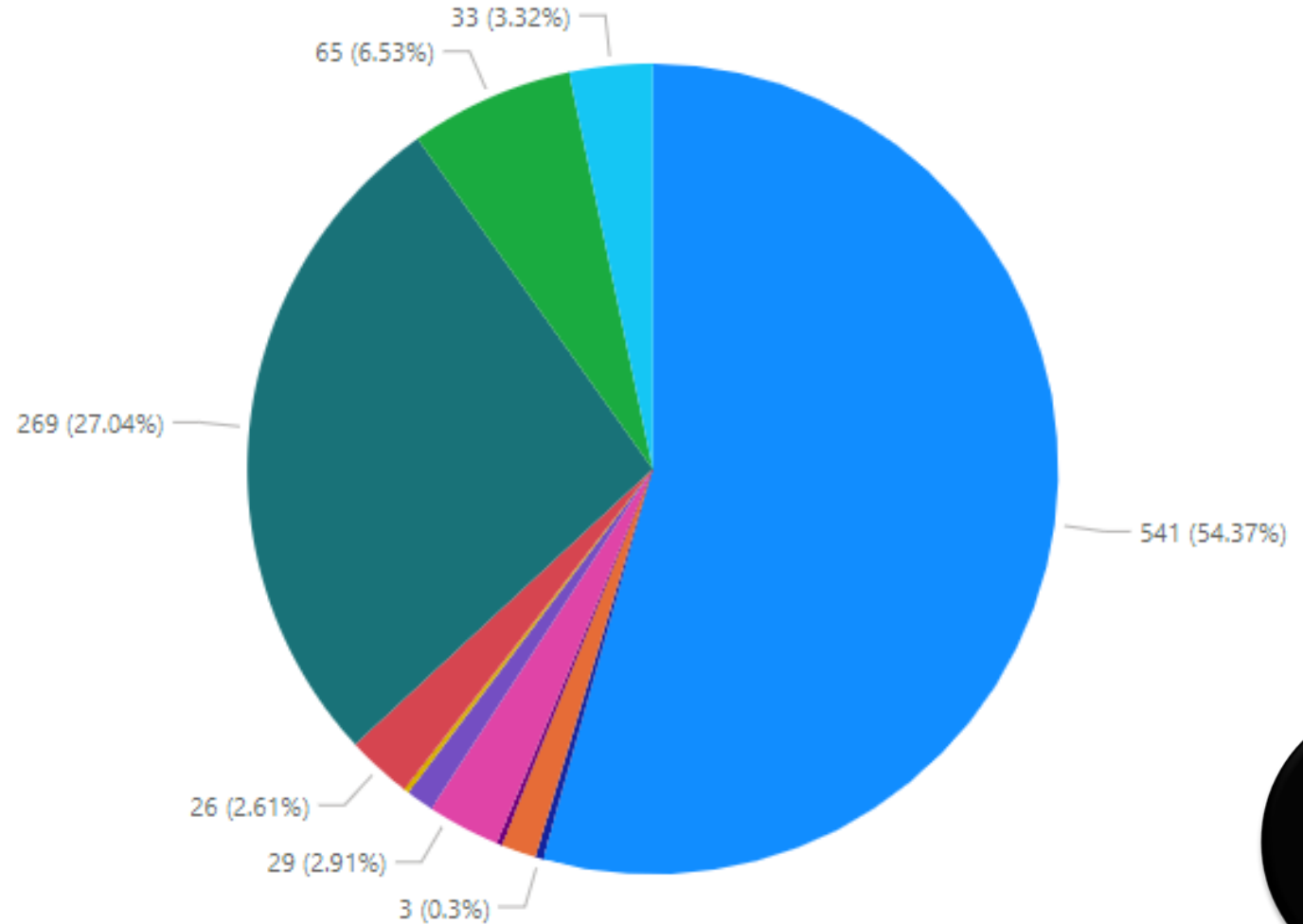


Provide Meaningful Data

Issues by Discipline

Discipline

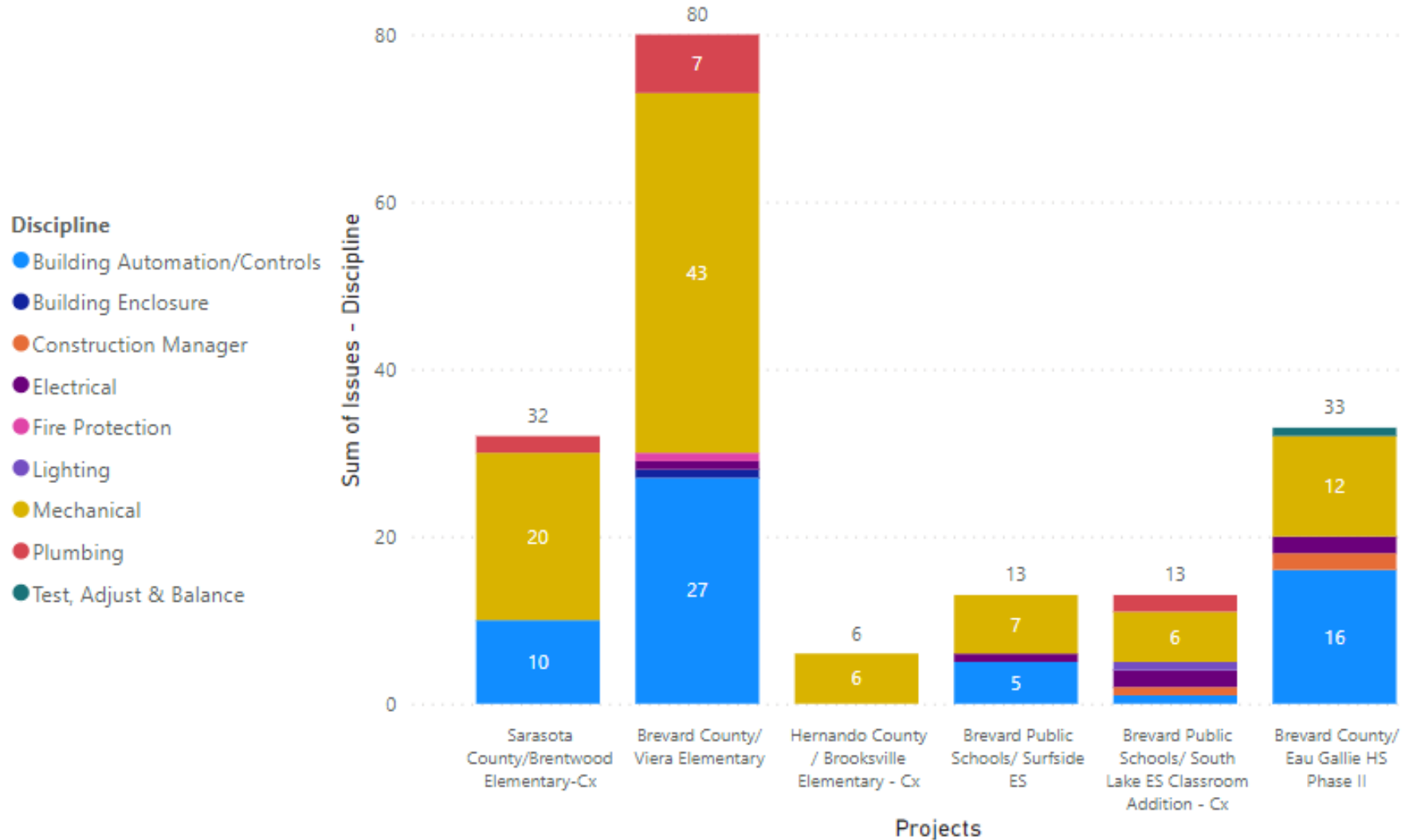
- Building Automation/Controls
- Building Enclosure
- Construction Manager
- Design Team
- Electrical
- Fire Protection
- General Contractor
- Lighting
- Mechanical
- Plumbing
- Test, Adjust & Balance



Why?

Provide Meaningful Data

Issues by Projects and Discipline



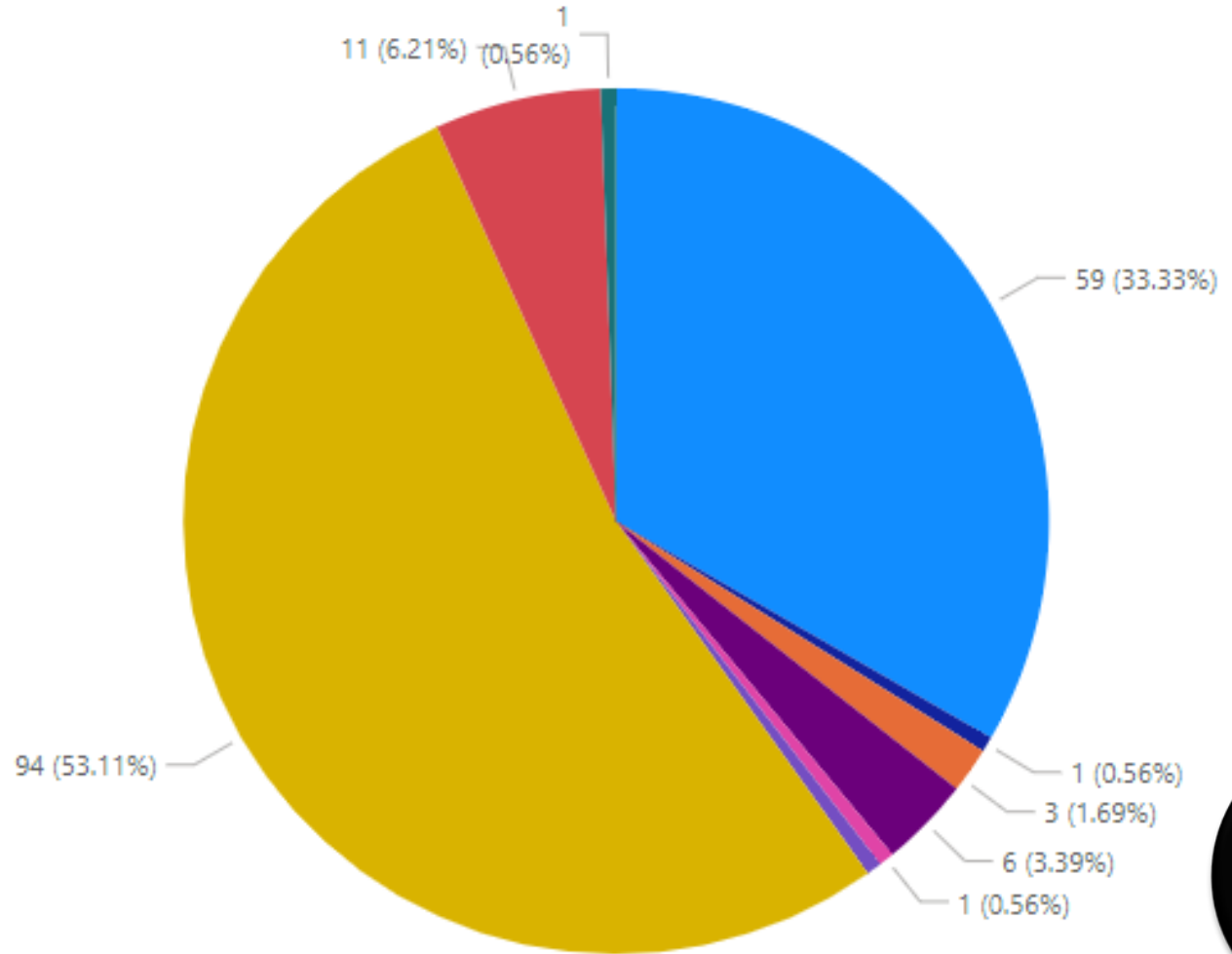


Provide Meaningful Data

Issues by Discipline

Discipline

- Building Automation/Controls
- Building Enclosure
- Construction Manager
- Electrical
- Fire Protection
- Lighting
- Mechanical
- Plumbing
- Test, Adjust & Balance



Why?

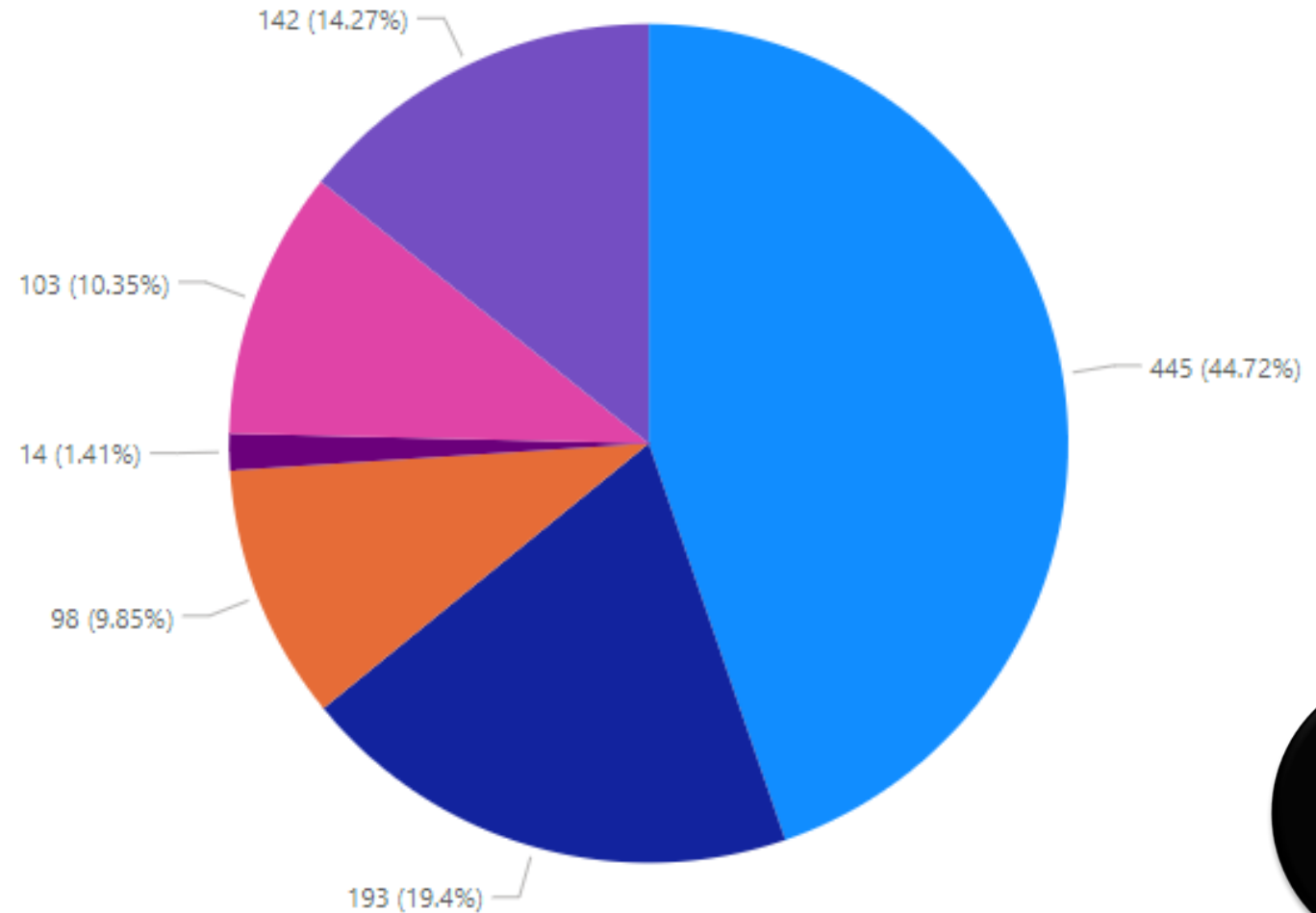


Provide Meaningful Data

Issues by Priority

Priority

- Building Wellness
- Cost Avoidance
- Energy Savings
- Non-Compliance
- Operations & Maintenance
- Quality Recommendation



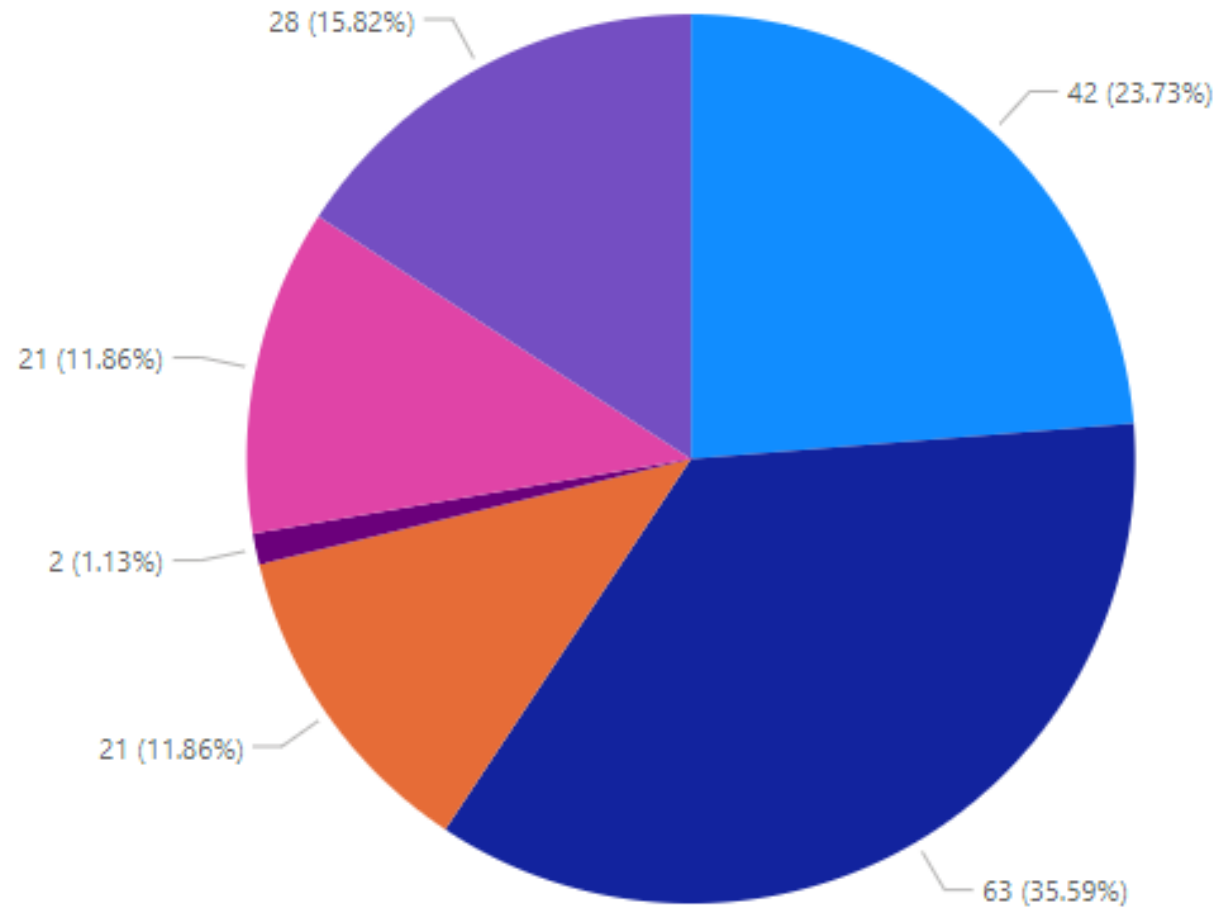


Provide Meaningful Data

Issues by Priority

Priority

- Building Wellness
- Cost Avoidance
- Energy Savings
- Future Capital Improvement
- Operations & Maintenance
- Quality Recommendation



Why?



Provide Meaningful Data

Direct Condition Rating (DCR) Breakdown

Electrical

Mechanical

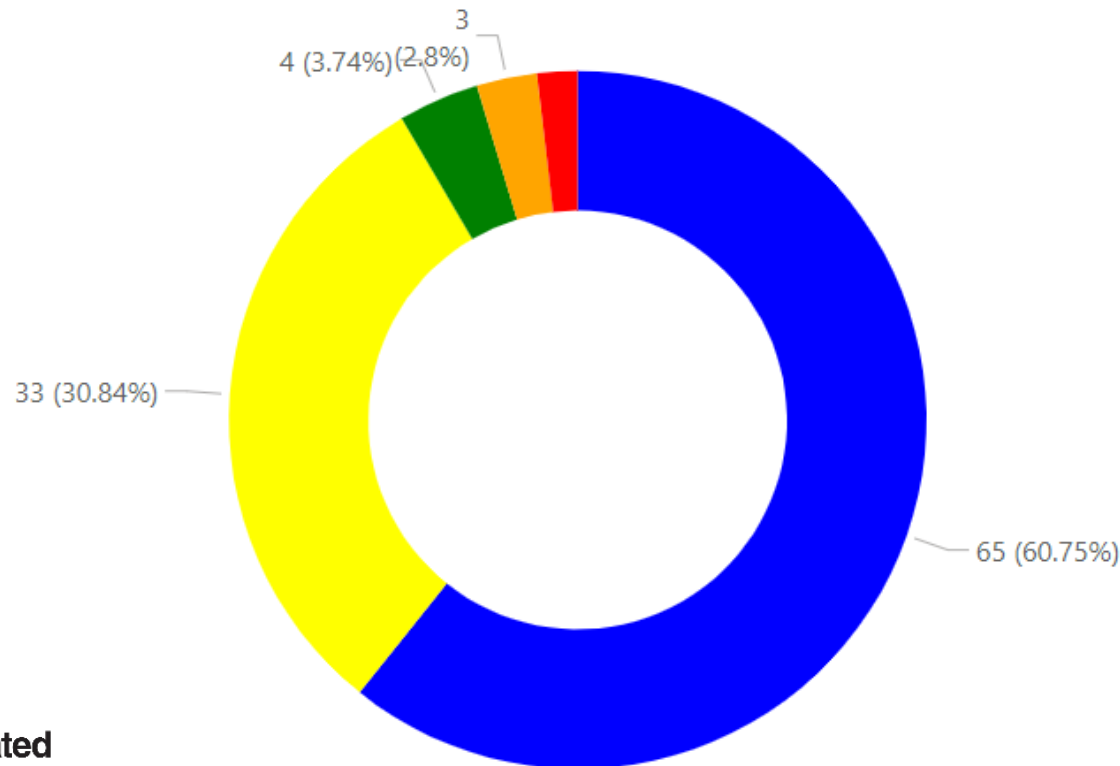
Plumbing

1315 N. Florida Ave.

818 Griffin Road

107

Equipment



DCR Status

- 2
- 3
- 1
- 4
- 5

Rating	Score
Great	1
Good	2
Fair	3
Repair	4
Replace	5

Why?

Provide Meaningful Data

Equipment Assessment

1315 N. Florida Ave.

Electrical

Mechanical

Plumbing

818 Griffin Road

Equipment	Age	DCR Status	Estimated Service Life	Remaining Service Life
AC-1-Trane	8	2	15	7
AC-2-Trane	8	3	15	7
ACC #1 Disconnect	19	2	40	21
ACC-1	19	3	15	-4
AC-MovinCool	4	1	15	11
AHU-1	35	6	35	0
AHU-2	8	3	15	7
Air Compressor	19	2	20	1
ATS	19	2	40	21
B-1	20	3	24	4
B-2	20	3	24	4
B-3	20	3	24	4
CEH	19	2	40	21
Circulation Pump	19	2	20	1
CU-Mitsubishi	8	2	15	7
Disconnect LD	19	2	40	21
EDH	19	2	20	1
EF-1	38	4	50	12
EF-10	18	2	25	7
EF-11	19	2	25	6
EF-12	19	2	25	6
	0	0	0	16

107

Total pieces of equipment assessed

2.38

Average Direct Condition Rating of equipment assessed

17.43

Average Age of equipment assessed

25.07

Average Estimated Service Life of equipment assessed

7.64

Average Remaining Service Life of equipment assessed

Why?

Image Credits

- <https://constructandcommission.com/>
- <https://www.history.navy.mil/content/history/museums/nmusn/explore/photography/american-revolution/continental-navy-ships/continental-ship-alfred.html>
- https://www.ashrae.org/File%20Library/Professional%20Development/Learning%20Portal/Instructor-Led%20Training/Online%20Instructor-Led/FINAL_Principles-of-Building-Commissioning_Spring-Online-4-21-2020.pdf
- <https://memberportal.bcxa.org/>
- https://leeduser.buildinggreen.com/sites/default/files/credit_documentation/Ongoing%20Cx%20Plan.pdf
- <https://www.facebook.com/energy/>

What?

References

- <https://www.history.navy.mil/content/history/museums/nmusn/explore/photography/american-revolution/continental-navy-ships/continental-ship-alfred.html>
- https://www.ashrae.org/File%20Library/Professional%20Development/Learning%20Portal/Instructor-Led%20Training/Online%20Instructor-Led/FINAL_Principles-of-Building-Commissioning_Spring-Online-4-21-2020.pdf
- <https://www.bcxa.org/wp-content/uploads/2019/10/Sycuro-Kelsey-Griffin-Final.pdf>
- https://leeduser.buildinggreen.com/sites/default/files/credit_documentation/Ongoing%20Cx%20Plan.pdf
- https://www1.eere.energy.gov/femp/pdfs/om_7.pdf
- <https://www.bcxa.org/uploads/resources/BCxA%20Value%20of%20Commissioning%20Market%20Survey%20Report.pdf>

What?