Commissioning @ Target

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Agenda

– Overview of Facilities
– Describe Cx Program
– Discussion of Program Findings to Date
– Key Points for 3rd Party Cx Providers
– Current Target Initiatives
– Discussion
Overview of Facilities

- 1,500 stores nationwide
- 32 distribution centers
- 225,000,000 SF of real estate
- Opening more than 100 new stores each year
- Remodeling 50 stores each year
- 90% of energy consumed by:
  - HVAC, lighting, refrigeration
Target Commissioning Objectives

– Facilitate the turnover of high performance buildings
– Continuously improve project delivery and system performance
– Enhance the Net Present Value (NPV) of Target facilities
Commissioning Approach

- Holistic in nature
- Use of 3rd party Cx providers during construction and warranty phases
- Site visits, verification testing, remote trending and analysis, final report
- Most new/remodel stores are Cx’ed
- A handful of existing stores are retro-cx’ed each year
Commissioning Approach (con’t)

– Strong focus on addressing the root cause of systemic, repetitive issues

– Apply store specific Cx findings on current processes and future projects

– Less focus on “perfecting” each individual store
Key Points for Cx Providers

– Cx program MUST fit within owner’s needs, processes and budget – not easy!

– Know when to customize Cx program for each project and owner
  • Owner driven Cx
  • “Mandate” driven Cx

– Have knowledge of rebates and incentives

– Stay sharp, innovative, enthusiastic
Key Points for Cx Providers

– Understand how the owner will utilize Cx documentation – tailor processes accordingly

– MUST find a way to get field teams to improve documentation – it has to be clear, concise and actionable

– Cx action items must be written such that value can be quantified
Current Target Initiatives

– Understanding relative value of Cx vs. Retro-Cx

– Sub-metering

– Fault Detection Diagnostics
  • Exception reporting
  • Predictive diagnostics
  • Automated Cx

– Moving towards real-time energy and asset management (proactive vs. reactive)
General Thoughts & Summary

– Large untapped market in retail (refrigeration?!!)
– Retail Cx = repetitive, consistent work
– Need to think outside of the box – don’t be afraid to stray from current industry standards
– Don’t get too set in your ways
– Is Target using “commodity” Cx?