# FY23 Cooling and Heating Asset Management Program Pre-Bid Site Visits

**Program Overview** 

Barb Quivey Tracey Lewis, Jubabe Caro, Nicholas Michlig Michelle Oliveira, Roosevelt Pascal, Al Rocha, Elizabeth Winkelman, Laura O'Brien, Jason Akre, Christina Garcia, Ajamit Jhalli, Maranda Wing

October 17-20, 2022

Lawrence Livermore National Laboratory



This work was performed under the auspices of the U.S. Department of Energy by Lawrence Livermore National Laboratory under contract DE-AC52-07NA27344. Lawrence Livermore National Security, LLC



# The Program for Today's Meeting

- Welcome
- Agenda
  - Orientation to the conference facility
  - Sponsors and leadership
  - CHAMP Program Introduction
  - Scope of Work Projects, Design, Construction
  - Contract Development and Structure
  - Site Visits
  - Request for Proposal Process
- Example Project Tour at LLNL
  - B170 DDC system replacement
- Visit Sandia National Laboratory California, 1:00 3:30 pm
- Travel to Las Vegas for NNSS site visit



# **Key Points for Today's Discussion**

- Alignment This program answers DOE's need
- Collaboration a cost-effective program to address NNSA needs
- Enterprise Data Analysis demonstration of a growing need for AMPs
- **AMP Delivery** an efficient, flexible, and scalable program
- Proven History of Success this program follows the Roof Asset Management Program (RAMP) and Facilities and Infrastructure Recapitalization Program (FIRP)
- FY17-22 Projects (first contract) program growth has exceeded expectations
- Program Development 2023 will launch the new subcontract



# **Outcomes of Today's Meeting**

- Kick-off the Cooling and Heating Asset Management Program bidders' site visits
- Visit representative NNSA sites and representative projects, meet participating site representatives
- Receive feedback regarding the program and the bid process

Thank you for your participation and your support of the CHAMP process!



# **Pre- Bid Site Visit Agenda**

The proposed agenda for each site visit will include:

- Meet site representatives
- Overview site ES&H and access requirements
- Walk through example proposed pilot projects
- Discuss project system design requirements and constraints
- Sites will describe temporary system requirements and issues
- Walk existing system interfaces
- Tour construction access, lay-down areas, interfaces
- Discuss system commissioning and turn-over



## **Cooling and Heating Asset Management Program** What is CHAMP?

CHAMP is an easily accessible, responsive, cost-effective vehicle for executing design and construction services.

CHAMP is an Asset Management Program initiated by NA-915 to develop and implement improvements in the condition of critical infrastructure systems, procurement processes and timeliness, and project delivery.

CHAMP is a program developed by LLNS for NNSA NA-915. CHAMP uses a complex-wide agreement held and administered by LLNS for the replacement and modernization of heating, ventilation, and air-conditioning systems.

CHAMP uses a master task agreement with a design-build subcontractor to execute assessments, designs, and construction through task orders.





# **Cooling and Heating Asset Management Program** Key Program Elements

CHAMP is a partnership between NNSA and NNSA sites to work with a single complex-wide subcontractor to efficiently execute HVAC replacements.



NNSA selected LLNS to manage the complex-wide asset management program and contract for heating, ventilation, and air-conditioning systems.



# **Scope of Work Overview**

Program	Projects include design engineering, construction estimating, construction management services and procurement of construction services to be executed by local subcontractors
Engineering	Design engineering will include validation of proposal scope; development of construction documents; selection, sizing, and procurement of equipment, and energy modelling of systems
Estimating	Estimating will include validation of proposal scope estimate at initiation of design and provision of an independent cost estimate and schedule on design completion
Construction	Construction will include construction management and safety oversight services, procurement and supervision of construction subcontracts execution



30

# **Contributing Factors for Success**

**Frequent, planned communication** – project teams, stakeholders and customers, program managers meet weekly on each project, the enterprise team meets weekly, and the LLNS team meets weekly with NNSA/LFO

**Teamwork** - site project and program managers, Federal Project Director, and LLNS SCM contract analysts, resource managers, G2 analysts, AEC subcontractor all working together to deliver projects to sites

Easy entry and quick response – by design, encourages site participation

Focus on execution (methods, schedule, interfaces, outages) beginning in Assessment phase

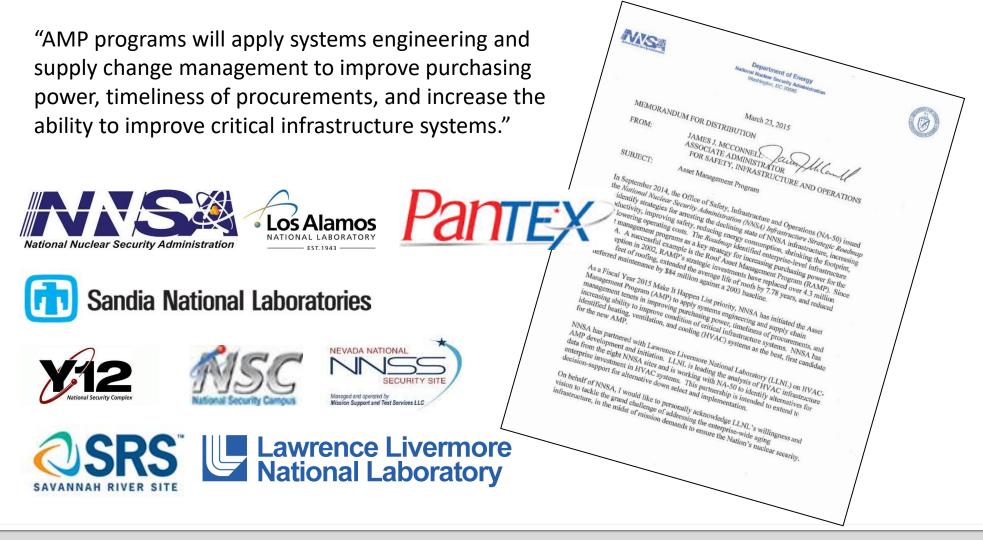
**Consistent tools** for managing the project process (Assessment, Design, Execution) and program **and Consistent product** delivered at each phase, **customized** to project and site needs







## The NNSA initiated the Asset Management Program in anticipation of DOE's Asset Management Plan





# **Program Objectives**

- Conduct a disciplined, efficient, flexible NNSA-enterprise program to identify systems that require repair, replacement, and modernization to support breakthrough science
- Design and construct repairs and replacements that meet NNSA's most pressing needs in support of mission infrastructure
- Reduce deferred maintenance
- Implement sustainability measures and provide measurement and verification tools to demonstrate return on program investments.



# The NNSA CHAMP program delivers:

- Flexible project selection process
  - Addresses the deferred maintenance mortgage
  - Priorities mission critical needs and complex systems engineering issues
  - Modernization focus on critical science and technology mission
  - Partners with sites for prioritization and site support teams
  - Advances sustainable energy technology solutions
  - NA-915 drives program mission

#### Streamlined acquisition process

- Focuses on efficiency and flexibility in contract award and task awards
- Master task agreement with task orders ensures streamlined access to work performance
- Process can be extended to any AMP
- Subcontractor access to GSA and SCMC pricing
- Site support teams responsible for 10 CFR 851 implementation





# **CHAMP Program Projects**

Program projects will include the range of projects that concern the DOE NNSA complex:

- Chilled water and heating hot water system replacements (wet-side systems)
  - Water- and air-cooled chillers
  - Boilers and heating hot water systems
  - Associated valving, piping and pump systems
- Air-handling replacements (dry-side systems)
  - Air-handlers
  - Packaged air-conditioning units, including refrigerant replacement projects
  - Duct distribution and terminal unit systems
  - Associated valving, piping, and pump systems
- Controls systems modernization, including equipment metering and trending
- Collateral design and construction scope to support the primary HVAC work



# **Example: CHAMP Annual Plan** FY22 Plan and Scope of Work

Action	Plan
5-year IPL in place for all sites	Complete
Assessments	Execute 12 assessments
Project design	Execute 10 design packages
LANL TA22-0093 – LANL Recap (LANL HE Enterprise)	Complete construction; expected January 30, 2022
Construction – Complete FY21-funded projects	NNSS 06-332; NNSS 23-710; LLNL B170; SNL NM 6585; SN NM 960 In progress
Construction – FY22-funded projects, as funding permits	Award 5 projects



## **Cooling and Heating Asset Management Program** NNSA Sites Propose an Annual Integrated Project List

Project proposals address CHAMP selection factors, site prioritization, risk factors, sustainability, conceptual cost estimate, and G2 and BUILDER input.

6. Cont Tots 7. Othe 7. Othe 7. Othe Total 8. Cost Classifi Contin 9. By h comple reduce mainter 10. Wh operatic cost say comple	DOE million	The folic 11. Are 1 provided 12. What 13. What 14. Risk during co	DOE NNSA Cooling on Project Title Project Description	d Heating Asset Management Program (CHAMP) Program Management Plan April 13, 2017 Attachment A Project Proposal Form <b>NSSA CHAMP Project Proposal</b> Enter a descriptive title that includes the site, the building, and the system. Briefly describe the project, what the project will provide and/or repair and the programmatic impact that the project will have. Describe how the project fits into the participating site's strategic plan. In other words, describe the 1) Issue, 2) Impact to mission, and 3) Scope. For the impact, be as quantitative as possible describing effects to productivity, schedules, costs, safety, and other factors which characterize the impact of the system.	AMP Delivery         Project proposals will be assessed on weighted factors and will include a strategy for project verification         Image: Project Project Proposals         Image: Project Project Proposals         Image: Project Project Proposals         Image: Project Project Project Project Project Project Project Proposals         Image: Project
10 a. Pr explan: savings	15b.		Site Prioritization Rank Asset Real Property Value (RPV) Asset Name / Asset ID Activity Type	The participating site will provide a rank order for all projects submitted.         The project is rank numberof projects proposed.         Enter the RPV for the asset in which the proposed project will be sited.         Enter each asset that the project applies to (Property Name and Property ID from FIMS spreadbeet). Add as many as appropriate:         Select type:	<ul> <li>Measurement and Verification required for all requirement for all projects.</li> <li>Measurement capability will be installed including energy instrumentation, trending, and reporting (ASHRAE 189.1, Section 7).</li> </ul>



# FY22-27 CHAMP Five-Year Integrated Project List

#### Projects for execution through FY24 must be in G2 planning module by February 15, 2022.

FY Assessment	<b>↓ FY Execution</b>	🕶 Site	<b>Facility</b>	Estimate \$ 💌	Project/Activity Description	G2 🔻
FY22	FY24	LANL	16-0411	5,000,000	HVAC	8170
FY21	FY24	LLNL	OS291	6,000,000	Cooling Tower	137
FY22	FY24	LLNL	B490	4,000,000	Airhandlers ACU18-20	3060
FY23	FY24	NNSS	23-752	2,000,000	HVAC Replacement	6724
FY23	FY24	NNSS	23-156/23-158	2,000,000	Replace Evaporative Coolers with CHW units	7771
FY23	FY24	NNSS	23-1010	3,000,000	Replacement of entire HVAC system	7772
FY22	FY24	Pantex	12-121	5,000,000	Chiller	
FY22	FY24	SNL-NM	823	2,000,000	Chillers and pumps	
FY22	FY24	SNL-CA	C929	2,000,000	Airhandler and controls	
FY23	FY24	Y-12	9720-94	1,500,000		

Five-year IPL: 100 projects = \$300M estimated execution FY24 TPC (CHAMP Funding) = \$32.5M

#### **Implementation of NA-915 PMP:**

CHAMP-funded projects: direct-funded, like-for-like maintenance replacements, operating.

Projects designated as capital through site funding determinations are funded through Recapitalization. Sites can fund projects performed through CHAMP using indirect and Recap funding transferred to LLNL through the IEWO or SPP processes.



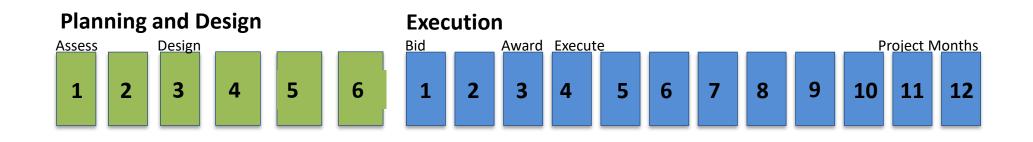
# FY22 CHAMP Program Schedule

FY22 CHAI	MP Progra	m Schedule		FY22												FY23			
	-		Current													1			
Phase	WBS	Project	Status	Oct 2021	Nov 2021 De	ec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	2 Dec 2022	Jan 2023
Management		LLNL Team	СНАМР																
	50.5.2.2	Burns and McDonnell	AE PMTO																
Assessments		LLNL B490 ACU18-20 Replacements	Proposal																
	50.5.2.2	LLNL B391 DDC and VAV Box Replacements	Proposal																
		•	Proposal																
	50.5.2.2	NNSS 23-701/23-117 HVAC Replacement	Proposal																
	50.5.2.2	NNSS 23-118/23-132/23-700 Replacement	Proposal																
	50.5.2.2	SNL NM 905 CHW System Replacement	Proposal																
	50.5.2.2	SNL NM 905 Cooling Tower System Replacemen	Proposal																
	50.5.2.2	SNL CA C929 Airhandler Replacement	Proposal																
	50.5.2.2	Pantex 12-121 Chillers Replacement	Proposal																
	50.5.2.2	Pantex 12-118 HVAC Filtration	Proposal																
	50.5.2.2	SRS	Proposal																
	50.5.2.2	Y-12 9201-3 AC-0047/0048/0049	Proposal																
-	Indirect	Y-12 AHU and Kathabar Replacements	Proposal																
Design	50.5.2.2	SNL NM 905 Chiller Replacement	Assessment																
	50.5.2.2	SNL CA C914 and C916 Boiler Replacements	Assessment																
	50.5.2.2	NNSS 23-118 HVAC Replacements	Assessment																
	50.5.2.2	SNL NM Bldg 6650 Chiller Replacement	Assessment																
	50.5.2.2	SNL NM Bldg 6593 Chiller Replacement	Proposal																
	50.5.2.2	NNSS 23-701/23-117 HVAC Replacement	Proposal																
	50.5.2.2	NNSS 23-118/23-132/23-700 Replacement	Proposal																
	50.5.2.2	LLNL B432 HVAC Replacement	In Progress																
	50.5.2.2	LANL TA16-410 HVAC Replacement	Assessment																
	50.5.2.2	Pantex 12-121 Chillers Replacement	Proposal																
	Recap	LLNL B132N Variable Air Control Replacement D	Assessment																
	50.5.2.2	SRS Bldg 247H HVAC R-22/ Bldg 248H CRAC Rep	In Progress																
Execution	50.5.2.4.5.2	Pantex 12-86 Chiller Replacement	Bids Received	Execution															
	50.5.2.4.6.5	SNL CA 912 Air Handling Units Replacement	Bids Received		Exe	ecution													
	50.5.2.4.7.3	SRS Bldg 247H HVAC R-22/ Bldg 248H CRAC Rep	Design				Bidding			Execution									
	50.5.2.4.2.5	LLNL B695 DDC Replacements (deferred B696 d	Bids Received		Exe	ecution													
	50.5.2.4.4.7	NNSS 23-701/23-117 HVAC Replacement	Proposal					Bidding			Execution								
	50.3.207	LANL TA22-0093 HVAC Replacement (Recap)	In Progress	In Progress															
	50.5.2.4.4.6	NNSS Bldg 06-332 HVAC Replacement	In Progress	In Progress															
	50.5.2.4.4.5	NNSS Bldg 23-710 HVAC Replacement	In Progress	In Progress															
	50.5.2.4.2.4	LLNL B170 DDC and Chiller Replacement	In Progress	In Progress															
	50.5.2.4.6.5	SNL NM 6585 Chillers Replacement	In Progress	In Progress															
		SNL NM 960 Boilers Replacement	In Progress	In Progress															
	50.5.2.4.8.2	Y-12 9737 AHU301/302 Replacement	Suspended				Execution												

FY23 execution bidding, design projects and assessments planned to start Q3 FY22.



# CHAMP program cadence focuses on scope, schedule, and budget with Assessments through Execution



Construction POP 6 -12 months.

Assessment POP = 2 months	Design POP = 4 months	scope dependent
Develop project criteria with site representatives Review and gather site-provided drawings and building information Inspect site conditions Develop engineering approach Produce conceptual drawings and calculations Develop preliminary cost estimate and schedule	Review prior assessment and site information Inspect site conditions Develop design drawings, calculations, and equipment selection Develop project estimate and construction schedule Conduct project reviews.	Competitively bid construction among local bidders Provide competitive bids and reconciliation to LLNS Subcontract build effort Construction-manage lower-tier subcontractors Commission and turn-over project to site Deliver close-out project documentation to site Provide warranty administration services for 1 year post construction

#### Schedules and estimates and site integration begin during the earliest CHAMP work





## Cooling and Heating Asset Management Program Project Task Orders Provide Subcontract Project Scope

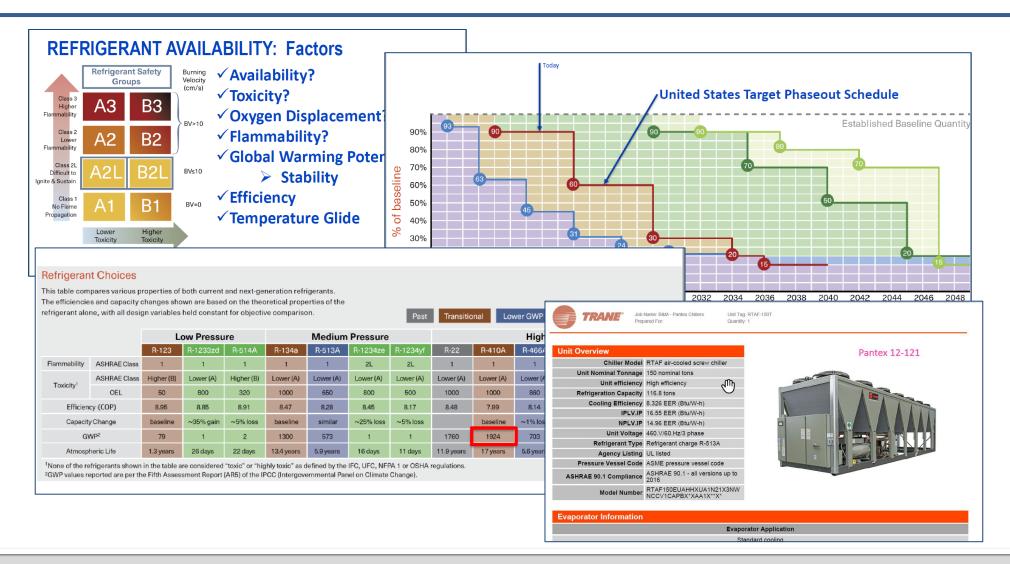
- Task orders under an existing Master Task Agreement provide easy, quick access to design and construction capability for all NNSA sites
- One task order used per phase: Assessment Design Construction (includes bidding)
- Scope, schedule and budget (estimates) established at each phase

E Task Order: Assessm		Coolin	g and Heating Asset M	anagement Pre		I			
oject: 2017 – LLNL – 003	B321A ACU-36 t		ask Order: Assessmen						
05 GOVERNMENT -F		Project	t: 2017 - LLNL - 003 B	321A ACU-36 t	Cooling and Heating Asset Management Pro A-E Task Order: Assessment	Conferenced Montheasters			
US GOVERNMENT -F	UKNISHED EQ				Project: 2017 – LLNL – 003 B321A ACU-36 t	Cooling and Heating As A-E Task Order: Assess			
1.05	1				Hojec. 2017 - CERC - 005 05210 ACO-50 0	Project: 2017 – LLNL – 0			
Government-Fumishe	d Coordinate wit		Structural - Wind	Ultimate Design		Project 2017 - ELNE - 0	03 B321A ACU-30 0		
Equipment	Participating S		Design	Nominal Design Wind Exposure:					
Government-Furnishe	d Coordinate wit		Structural Design	Wind Exposure:	1.02 DESCRIPTION OF WORK	6	oling and Heatin	Cooling and Heating Asset Management Program	
Materials	Participating S		Structural Design Loads	ASCE/SEI 7-201	A. Introduction		oning and measure	5 5 5	
			Post-Installation	Only anchors as	A. Introduction			A-E Task Order: Assessment	
06 SUBCONTRACTO	R-PROVIDED E		Anchors	Council - Evelue	Building 321A, a multiple-purpor			Chatamant of Mark	
_			Mechanical HVAC	Summer: Dry/V	primarily as a machine shop with			Statement of Work	
1.06			Outdoor Design	Winter: Dry Bul	Existing air-handling systems 32:	PART 1 - SCOPE OF	WORK	LINE Dediction 201A ACL 20 Absence 40	
	Submit manufacture subpart 3.01, "Demi		Temperatures	For Livernore; I	Building 321A high bay. Each sy	1.01 GENERAL WOR	KSCOPE	LLNL Building 321A ACU-36 through -42	
Subcontractor-			Mechanical HVAC	Office/Summer: Office/Winter: (	with chilled water and heating he			Replacements	
Purchased	Manufacturer certifi 00, subpart 1.06, "C		Indoor Design	Lab: 68%+0.5%	Chilled water and heating hot wa		materials, and servi	Regulation 0	
Equipment	Spare parts are regs		Temperatures and Relative Humidity	Relative Humidi Telecommunica	from 13,360 cfm/20 hp (ACU-37,		gement services as	Revision U	
	1.08, "Spare Parts at		Relative Humsdity	Mechanical/Elec	heating capacity vary with each u	of Work, Special P	rovisions, and Partic		
			Site Condenser Water		Controls (ALC) system and variab				
			(Low Conductivity	Supply Tempera Return Tempera	potential.	1.01			
07 PARTICIPATING S	ITE SPECIFIC C		Water)		B. Scope	Engineering	Preliminary enginee		
			Building Envelope	California Code		Assessment	(See Statement of W HVAC Services, Section		
1.07			Available chilled water	45% CHW5/551	ACU-37 through ACU-42 are eac		Preliminary (65%) d		
Survey Data	Horizontal and verti section 01 30 00, su		Available heating hot		with heating and chilled water co 15 or better) filters, and an Autor	Title I Services	Procurement & Con	Rev 0: May 26, 2017	
			water	165% HHWS/18	provide room temperature contr		Final (90%) design (	Approvals:	
Lock-out / Tag-out (LOTO)	The Participating Si Subcontractor is res		Occupancy	ASHRAE Standa	hours, no humidity control requi	Title II Services	Construction for HV	Approval.	
(1010)	Power is not availab			Use 1.5 cfm of it	included in this scope. System a	Title III Services	AE construction sup		
	with CHAMP Specia		Infiltration	without window	ductwork.	The is service	Procurement & Con		
Electrical Power	Power is available w		Ventilation Rates	Offices/Confere	C. Subcontractor Tasks	Project Management	Project administrati & Construction for h	Tom Orr	
Service	120 / 208 V		THIS CONTRACTOR	Laboratories: N		Management		NNSA NA-522 Cooling and Heating Asset Management Program	
			Noise Criteria	Office/Conferen Laboratories: 4	<ol> <li>Visit the project location to c</li> </ol>	Estimating	Construction and de Procumment & Con	Program Manager	
	480 / 277 V			Laboratories: 4	interface with Site facilities st	Construction	Construction manage	i rog un munogo	
Required Permits/Approvals	Soil Excavation, Gra		Heating and Cooling Loads	As determined a	summary of findings and rec	Management	Architectural-Engine		
	Concrete Penetratio Roof Access				<ol><li>Develop an assessment plan t</li></ol>	Program	Program administra		
	Bum Permit				Denide labor met 11	Management	Procurement & Con	Tony Sy	
	Building Permit	1.04	DRAWING LIST		Provide labor, materials, equ documents (unless otherwis			NNSA Livermore Field Office	
	Equipment Drain Pe		The A-E shall field verif	all existing	ACU-37 through ACU-42 in	Project and Site		Federal Project Director	
	Low Voltage Outage		the Arc shall held vehit	y an existing co		Project and Site			
	Participating Site Al demolition		Reference Drav	vings	<ul> <li>Replacement of the exis</li> </ul>	Participating Site	Lawrence Live		
	Space is available fo		Drawings listed		ductwork modifications existing building structu	Project	Building 321		
Construction Management Space	safety manager. Inc				existing building structu	Project	building 322	Barb Quivey	
	connections. If no,	(	Construction D		<li>b. Replace existing ductwo</li>			LLNL Cooling and Heating Asset Management Program	
Laydown Space	Space is available fo routing for construct		Drawings listed	below are for u	lining; provide alternate	Period of Perform	ance Complete th	Program Manager	
	county of contained		Drawing Number	Drawing	c. Replace the control syst	Pariod of Pariodia	compiler of		
					system as needed. Veri				
		F	PLZ87-321-0006DC	Building 3	new air-handling units;			IN C 201 Lawrence Liver	moro
		_			d. Include air-balancing se				aton
					<ul> <li>u. include air-balancing se</li> </ul>			National Nuclear Security Administration	liory
				F					
									_





# **CHAMP** drives implementation of climate change regulations through innovative equipment replacement







# **Completed Execution** SNL NM C962 Cooling Tower Replacement

RECOGNITION OF EXCELLENCE PROUDLY PRESENTED TO Sandia National Laboratory ALF OF THE COOLING AND HEATING ASSET MANAGEMENT PROGRAM



Construction in progress; existing unit on left, new replacement on right.

New cooling towers(1500-tons) installed.



Lawrence Livermore National Laboratory
 LLNL-PRES-841424

# **Completed Execution** B131-HB HVAC Replacement

Support Defense Program's capabilities for weapons modernization programs





# **Completed Execution** B298 ACU-08 Replacement Supports NIF&Photon Science Target Fabrication





## **Completed Execution B322 HVAC Replacement** Supports NNSA Enterprise Materials Processing



Added evaporative cooling, replaced ductwork, motor control center, and control system.





# Completed Execution LLNL B490 ACU16/17

HVAC replacement in support of NIF&PS Optics Processing







# Annual CHAMP Champion award recognizes significant contributions to the CHAMP program







#### Disclaimer

This document was prepared as an account of work sponsored by an agency of the United States government. Neither the United States government nor Lawrence Livermore National Security, LLC, nor any of their employees makes any warranty, expressed or implied, or assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of any information, apparatus, product, or process disclosed, or represents that its use would not infringe privately owned rights. Reference herein to any specific commercial product, process, or service by trade name, trademark, manufacturer, or otherwise does not necessarily constitute or imply its endorsement, recommendation, or favoring by the United States government or Lawrence Livermore National Security, LLC. The views and opinions of authors expressed herein do not necessarily state or reflect those of the United States government or Lawrence Livermore National Security, LLC, and shall not be used for advertising or product endorsement purposes.

## <u>SCOPE</u>

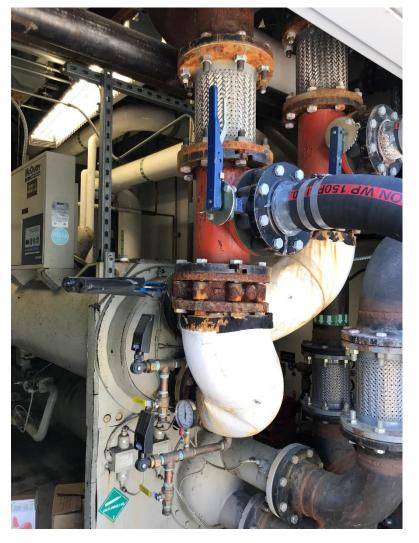
- One (1) New Chiller
- Four (4) Chilled Water Pumps
- One (1) Chiller Room Exhaust Fan
- Temporary Chiller (rental)
- DDC Controls for the following:
  - Chiller / Pumps
  - Boilers / Pumps
  - $-5 \, ACU's$
  - 78 Terminal Boxes
  - 3 Hot Water Reheat Coils
  - 10 Exhaust Fan Controls
  - 2 Ductless Split heat Pumps
  - 1 Computer Alarm Panel
  - BacNet Communications



PMO.PM-TM-11 Prõject Reviews Templåtê Revised Date: February 1, 202:

#### Photos (Before)

Existing McQuay Chiller being replaced





LAWRENCE LIVERMORE NATIONAL LABORATORY

PMO.PM-TM-11 — Project Reviews Templátě Revised Date: February 1, 202

#### Photos (Before)

Rooftop Pumps being replaced





PMO.PM-TM-11 Project Reviews Template Revised Date: February 1, 2021

LAWRENCE LIVERMORE NATIONAL LABORATORY

#### During Photos (July 2021)

<u>Temporary Cooling for Data Center</u> (During shutdown of ACU-4 & 5) OceanAire 5-Ton Portable Air Conditioners



**Temporary Chiller** 



Replace VAV (Variable Air Volume) terminal unit control valves, RHC (Reheat Coil) controllers, and room thermostat:



Mechanical Room

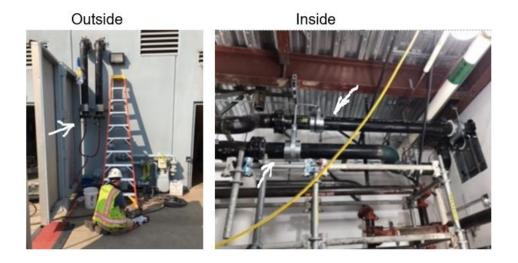




PMO.PM-TM-11 — Project Reviews Templâtê Revised Date: February 1, 202

LAWRENCE LIVERMORE NATIONAL LABORATORY

#### During Photos (August 2021)



#### Hydrotest configuration

Temporary Chiller startup



#### Old Chiller disconnected for removal



New Trane Chiller received



PINE TEAM

LAWRENCE LIVERMORE NATIONAL LABORATORY

PMO.PM-TM-11 Project Reviews Template Revised Date: February 1, 202

#### During Photos (September 2021)

Old Chiller disconnected for removal



**Temporary Chiller** 



New Chiller



New Pumps





PMO.PM-TM-11 Project Reviews Templa Revised Date: February 1,

LAWRENCE LIVERMORE NATIONAL LABORATORY

During Photos (October Start-up New Trane Chiller)



PINE TEAM

LAWRENCE LIVERMORE NATIONAL LABORATORY

PMO.PM-TM-11 Project Reviews Template Revised Date: February 1, 202