CONCORD GROUP

Summary Report

City of Sheboygan
Shoreline Metro Bus Transfer Point
Facility Condition Assessment

Sheboygan, WI

April 8, 2026

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1. INTRODUCTION

PURPOSE

The intent of the City of Sheboygan Shoreline Metro Main Headquarters Facility Condition Assessment (FCA) was to provide a visual inspection of the existing conditions for all physical assets integral to the 39,315 square feet facility. The information gathered from the assessment was compiled to document and create a working digital dashboard for ongoing capital repair and replacement. The working digital capital planning dashboard, referred to as ConcordVue, includes detailed information about each asset from the assessment, an estimated cost of replacement and repair, and a sortable plan that can be filtered down by priority year, asset, and work type. The information provided within this report and in ConcordVue can assist in avoiding costly emergency repairs or other unplanned renovations. The data developed during the FCA process should be used to provide the basis for evaluating immediate replacement and repair costs, establishing a baseline condition for each facility, and providing the information necessary for capital planning.

Although the information presented in this report and ConcordVue is based on thorough research, sound evaluation, and deep data analysis, it should be used only as a guide by stakeholders as they build plans that will best serve the interests of City of Sheboygan. Likewise, all dollar values provided in this report are budgetary estimates and are not intended for use as final costs for project implementation. All inspections conducted as part of this facility condition assessment are based on visually detectable conditions and should not replace legally mandated inspections, including – but not limited to – fire and life safety, ADA compliance, or asbestos and lead contamination.

ASSESSMENT APPROACH

The FCA completed at the Shoreline Metro Main Headquarters was an in-depth inspection of the current conditions of building structure, systems, and equipment and is used for making recommendations for repairing, replacing, and upgrading assets. It involves a review of documentation such as building plans, maintenance records, and lists of equipment with known deficiencies, which help build baseline familiarity with current facility and system conditions. The assessment also involves interviews with on-site maintenance staff. The FCA team surveys the entire facility to capture data on the severity of repairs or replacements of equipment, systems, and architectural and structural components needed.

The specific project scope of work followed the ASTM Uniformat II Standard and encompassed the inspection of all foundations, superstructure, exterior enclosure, roofing, interior construction, stairs, conveying, plumbing, HVAC, fire protection, electrical, and security assets, and a high-level ADA review following ASTM standards. After the interviews and on-site inspections were complete, The Concord Group utilized in-house estimating to prepare cost estimates of replacement and repair along with recommendations for prioritization based on the most substantial needs and likely equipment failures or safety hazards.

Furthermore, the data was uploaded to a digitized, interactive tool, referred to as ConcordVue which presents the assessment results in a manageable deliverable. This delivery method includes asset locations, descriptions, estimated action years, and estimated replacement costs. The result allows future updates to be performed in accordance with an interactive capital improvement plan.

The Facility Condition Assessment was executed to provide the client with the option to repair or conduct creative maintenance in order to further defer replacement and incurred costs of the asset or system. Each individual asset and system with an associated repair cost should be

evaluated to determine if the client budget allows for a full replacement versus deferring the replacement by performing repairs or maintenance. The Concord Group intends to review these specific items with the client at the final project meeting.

COST ESTIMATING METHODOLOGY

The Concord Group provided an in-house cost estimate based on unit rates that have been generated from current material/labor rates, historical production data, and discussions with relevant subcontractors and material suppliers. The unit rates reflect current bid costs in the area. All unit rates relevant to subcontractor work include the subcontractors' overhead and profit.

Since The Concord Group has no control over the cost of labor, material, equipment, or over the contractor's method of determining prices, or over the competitive bidding or market conditions at the time of bid, this statement of probable construction cost is based on industry practice, professional experience, and qualifications, and represents The Concord Group's best judgment as professional construction cost consultants familiar with the construction industry. However, The Concord Group cannot guarantee that the proposals, bids, or construction cost will not vary from opinions of probable cost prepared by said contractors.

The Concord Group uses an all-digital platform for estimate preparation, leveraging the latest in estimating and BIM technology to prepare detailed and accurate estimates. This methodology involves the utilization of a software platform consisting of On-Screen Take-Off (OST) by On Center for quantity take-off, Assemble for extraction of estimating data from 3D models, and Interactive Cost Estimating (ICE) by RIB. Using OST for quantity take-off from digital documents allows us to be more accurate in take-off and removes the potential for human error in math calculations. This program also allows us to accurately document our take-off in a digital format for easy use in reconciliation and quantity comparison exercises.

This organized and conditioned data allows us to generate estimates for building components directly from the model, resulting in much more accurate and efficient estimate preparation. Quantities are then entered into the ICE system, which generates the unit cost based on several factors that are pre-loaded into the estimate. These factors are wage rates, crew size/makeup, productivity factors, material cost, equipment cost, and all mark-ups, etc. The major benefit of using this system is that we can easily drill down to show what is in the make-up of any unit rate applied in the estimate. We maintain a database of actual bid information to use as a historical reference source for future projects. We also maintain a cost database of construction materials, equipment, and labor costs that we update on a regular basis. The primary tools and processes we use to achieve this objective are as follows:

1. Feedback for the almost weekly bid results we receive and the analysis of overall and specific trade variances.
2. Analysis of the detailed cost information related to materials, equipment, labor, overhead, and profit submitted by contractors and their subcontractors to substantiate major change-order requests.
3. Monitor and adjust for recent and planned labor cost increases based on local union wage agreements, which tend to closely track the prevailing wage rates used on all local projects.
4. Monitor, on a local, national, and international basis, material pricing trends for major construction materials, such as, but not limited to steel, concrete, lumber, gypsum drywall, petroleum-based products, copper, aluminum, etc.
5. Monitor respected construction cost publications from sources such as ENR, Means, etc., and factor their findings into our cost models. Trends identified in these publications can

be particularly helpful when predicting possible future cost increases that should be factored into budgets/estimates for projects planned to be bid in the future.

Project-specific estimating includes 15% Design Contingency, 25% General Conditions/Bond/Insurance, and 10% Contractor Fees. All unit costs are priced in today's dollars in the ConcordVue asset management planning tool. The current costs and escalated costs are shown in this report only, at a rate of 4% compounding on an annual basis. The costs in the ConcordVue application should be updated annually to reflect changes due to inflation. The estimated costs do not include Soft Costs such as design fees, permitting, insurance fees, legal fees, and other pre- and post-construction expenses.

PROJECT OVERVIEW

The specific project scope of work followed the ASTM Uniformat II Standard and encompassed the inspection of all foundations, superstructure, exterior enclosure, site, roofing, interior construction, stairs, conveying, plumbing, HVAC, fire protection, electrical, and security assets. Photographs were collected of evaluated assets and are attached to data points in ConcordVue. Project team members were responsible for respective disciplines across the building to provide expert evaluation of the current condition of the building.

Firm	Responsibilities
The Concord Group	Project Management Interior Finishes Conveyance Fire Protection
IBC Engineering	Mechanical Electrical Plumbing Fire Alarm Security Systems
ZS Architectural Engineering	Building Envelope Structure

The assets were broken down into each level of the Shoreline Metro Main Headquarters and broken down further by Location ID. Additionally, the assets were categorized using the level 1 ASTM Unformat II Standard and given a descriptive Asset Type to assist in breaking down the data for capital planning.

The assessment consisted of identifying the installation year of the asset, quantifying the asset, listing the recommended work type, scoring the asset condition, and identifying an appropriate action year.

All assets were evaluated using a standardized methodology to ensure consistency across assessments. Each asset underwent an evaluation based on three key criteria: Asset Condition, Time to Failure, and Potential Consequences.

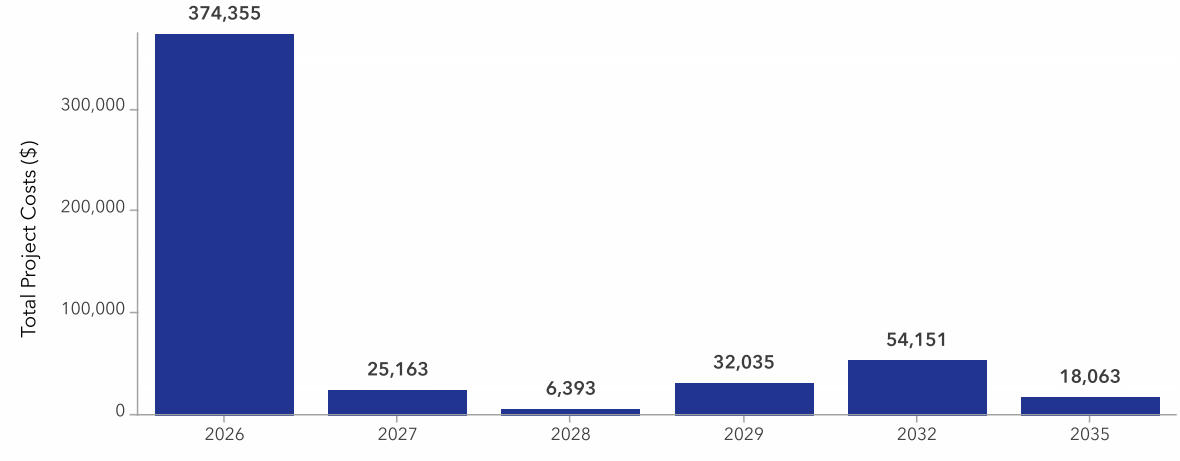
2. CAPITAL COST PROJECTIONS

In summary, 33 assets and systems were evaluated at Shoreline Metro Bus Transfer Point in the fall of 2025. These evaluated items are assets that were grouped based on deficiency or separated for specific attention. The facility was evaluated to have an estimated $374,355 in deferred maintenance and a cumulative 10-year capital needs cost of $510,160 or an average of $51,016 per year. These values are in today's dollars and do not include inflation.

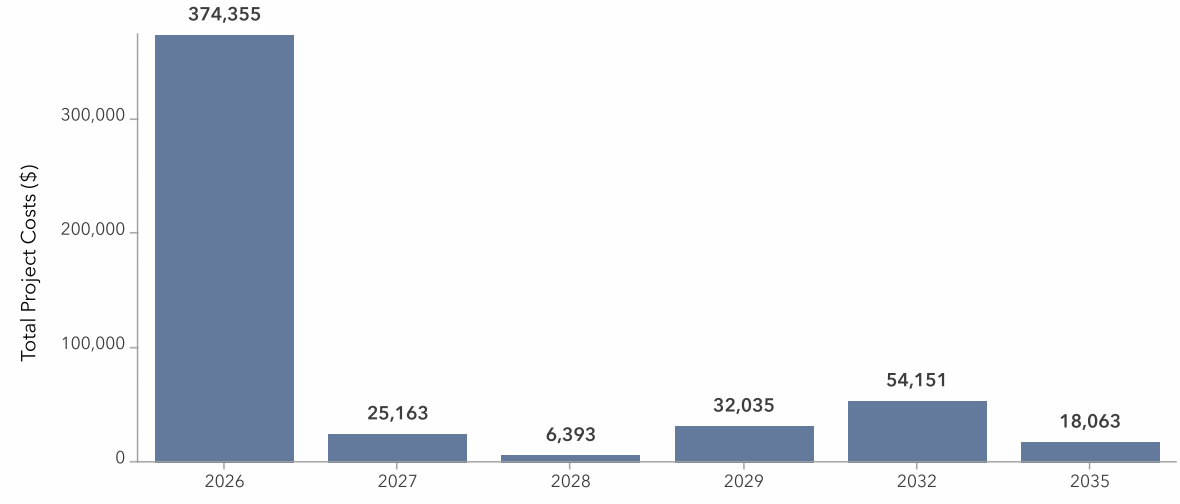
A 10-year Capital Improvement Plan (CIP) was created, as shown in ConcordVue, from the accumulated information gathered during the site visits and cost estimates generated to reflect the associated repair or replacement costs. The CIP should be utilized to prioritize work over the next 10 years and avoid unforeseen costly repair projects. A summary of the data is captured in the figures below.

Shoreline Metro Bus Transfer Point

Projected Capital Costs Per Year (2026-2035)

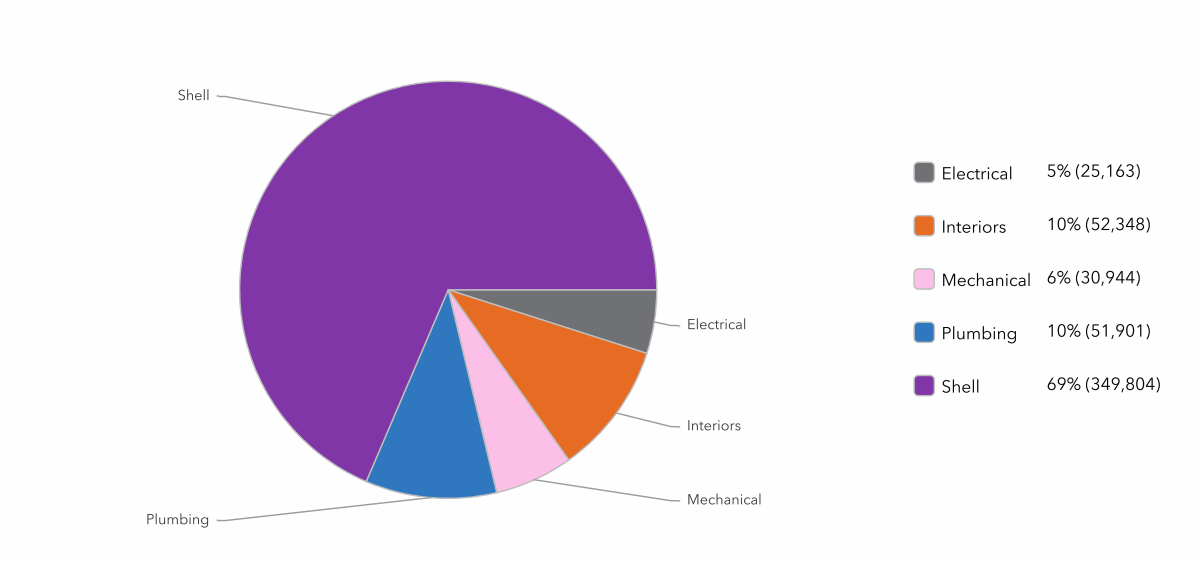


Original FCA Results - Estimated Project Costs Per Year (2026-2035)

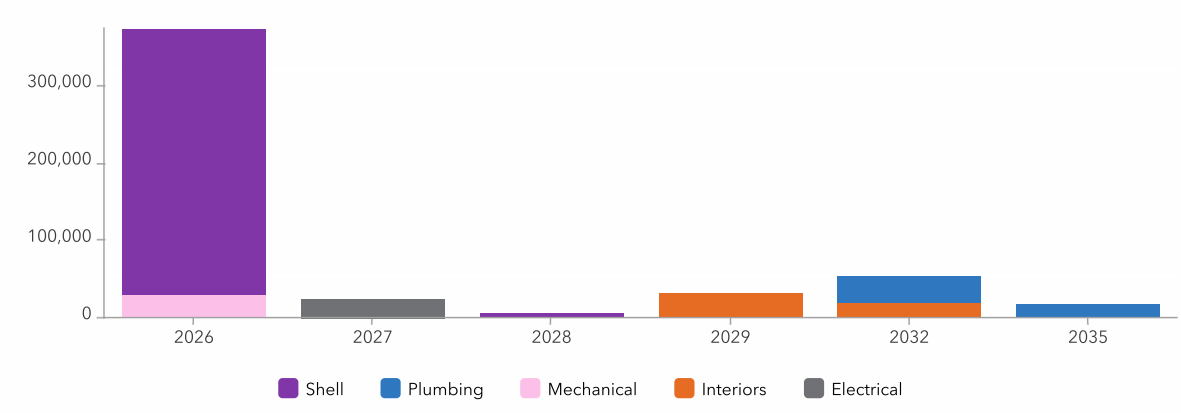


Shoreline Metro Bus Transfer Point

Cost Breakdown by Discipline (2026-2035)



Cost Breakdown by Discipline Per Year (2026-2035)



3. KEY METRICS AND PRIORITIZATION

PROJECT PRIORITIZATION

All assets were evaluated using a standardized methodology to ensure consistency across assessments. Each asset underwent an evaluation based on three key criteria: Asset Condition, Time to Failure, and Potential Consequences.

Asset Condition

1 – No Action Needed

2 – Normal Wear is Experienced

3 – Function but has Reasonable Deterioration

4 – Major Deterioration, Unacceptable Built Environment, or Far Beyond Exceeding Life Cycle Expectancy

5 – Asset has Failed or is a Hazard/Safety Issue

Time to Failure

1 – Rare, estimated time to failure is approximately > 10 years

2 – Unlikely, estimated time to failure is approximately < 10 years

3 – Possible, estimated time to failure is approximately < 5 years

4 – Likely, estimated time to failure is approximately < 3 years

5 – Certain, estimated time to failure is approximately < 1 year

Potential Consequences

1 – Insignificant

2 – Minor

3 – Moderate

4 – Major

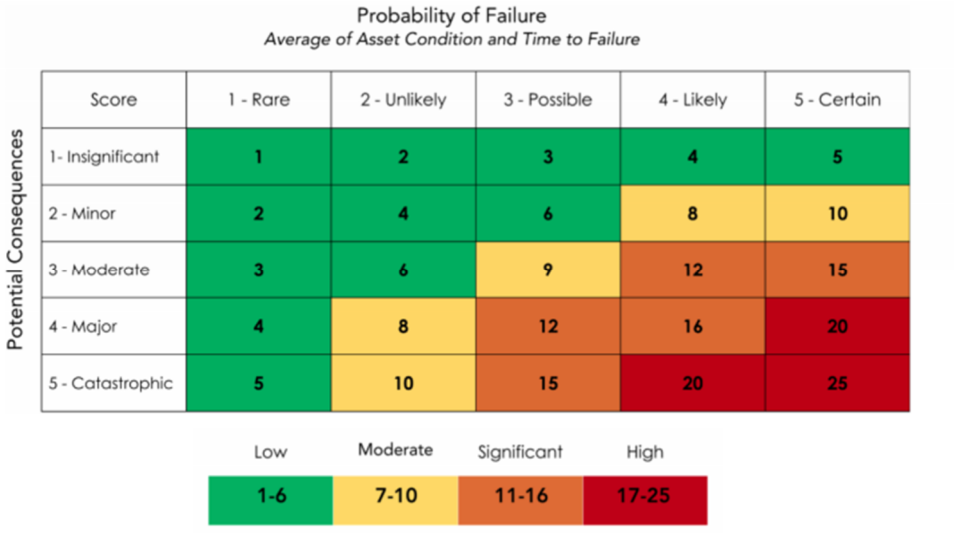
5 - Catastrophic

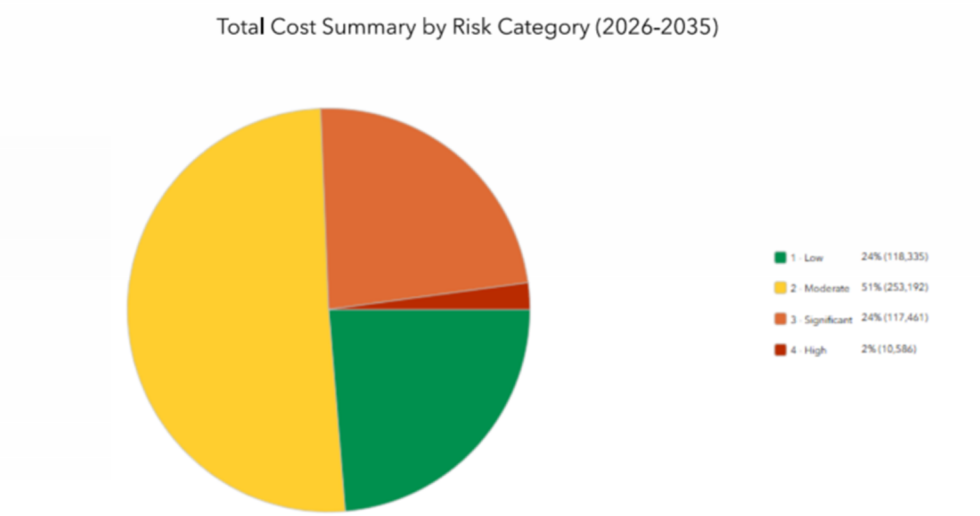
Potential Consequences Matrix

Rating	Health & Safety	Regulation	Business	Operational/Building/ Engineering
1 - Insignificant	No injury. No breach of guidance or procedures.	No or minimal impact with breach of guidance or procedures.	Unlikely to cause complaint. Litigation possibility remote. Minimal reputation loss.	Minimal or no impact. Minimal or no disruption.
2 - Minor	Minor injury or ill health (first aid or self treatment).	Breach of legal requirements.	Possible complaint. Litigation unlikely. Loss of reputation. Widespread internal awareness.	Localized impact. Short term disruption to normal services.
3 - Moderate	Moderate injury or ill health.	Single breach of legal requirement. Improvement notice issued.	Probable complaint. Possible litigation. Loss of reputation. National paper reporting.	Moderate impact. Extended disruption to normal services.
4 - Major	Major/significant injury or long-term incapacity/disablement	Multiple breaches of legal requirements. Prohibition notice issued.	Citations. Litigation expected. Damage to reputation. National news reporting.	Major/significant impact. Severe disruption to normal services.
5 - Catastrophic	fatality or permanent incapacity/disablement	Multiple breaches of legal requirements. Prosecution expected.	Citations. Litigation certain. National adverse publicity.	Critical impact. Service closure.

RISK SCORE

This evaluation produced a critical classification: **Risk Score**-which reflects both the likelihood and severity of potential failure. Projects are evaluated based on useful life and estimated time to failure. The **Risk Score** is used to determine the priority of projects designated each fiscal year. The Risk Score is calculated by multiplying two subcategories: **Probability of Failure** and **Potential Consequences**. The **Probability of Failure** is determined by the average of **Time to Failure** and **Asset Condition**. Therefore, the score can range from 1 to 25.




Total Cost Summary by Risk Category (2026-2035)
1 - Low 24% (118,335)
2 - Moderate 51% (253,192)
3 - Significant 24% (117,461)
4 - High 2% (10,586)

4. ASSESSMENT OVERVIEW

BUILDING OVERVIEW
The Shoreline Metro Bus Transfer Point, located on the corner of N 9th St and Pennsylvania Ave in Sheboygan, Wisconsin, is a single-story bus station approximately 1,600 square feet. Originally constructed in 1992, the building includes an outdoor waiting area, indoor waiting area with seating, and an administration office. The building exterior consists of brick, aluminum storefront partitions around bench seating, and a sloped roof. The interior spaces include bench seating area and a separate administrative office for ticketing and transportation administration activities.

ASSESSMENT SUMMARY
There was a total of 33 assessments completed during the FCA through the building. Each item includes a replacement value with the addition of recommendations for repairs to subsidize total capital replacement costs within the next 10 years. A total of 28 items were deemed to need attention within the next 10 years.

The building was constructed in 1992. A repair to some assets may prolong the asset lifespan and defer total replacement costs. These options for repairs and maintenance have been included as an alternative option for capital planning. Photos of each asset are provided in the asset management planning tool, ConcordVue.

CONVEYANCE
There is no conveyance system at this facility.

ELECTRICAL & LIGHTING
The normal electrical distribution system is original to the building construction in 2005. There are no major concerns with the electrical infrastructure.

The lighting in the facility is in good condition and not recommended for replacement in the next 10 years.

FIRE PROTECTION & FIRE ALARM
There is no fire suppression system onsite.

SECURITY & CARD ACCESS
There are no security devices evaluated at this site.

INTERIOR FINISHES
The interior finishes of the facility are nearing the end of life and are recommended for replacement in the next 5 years. No critical failures were noted.

MECHANICAL
There are two furnaces serving the interior spaces of the facility. Both are above the ceiling grid and were inaccessible for visible evaluation. Facilities staff was able to provide information on the unit and estimations were made based on available information. Both units are recommended for replacement to maintain comfortability of passengers and personnel. There is one condensing unit that works with the furnace

PLUMBING
The plumbing fixtures are original to the building and in good condition, they are approaching the end of useful life and are recommended for replacement in the next 10 years. The water

heater was installed in 2020 and is expected to reach its lifespan within the next 10 years and is also recommended for replacement.

SHELL AND STRUCTURE

The Sheboygan Metro Station is a brick-and-metal transit facility that overall appears to be in decent condition, with its primary structural elements performing as intended. The exterior brick masonry, which forms the majority of the building's envelope, remains largely sound; however, areas of the facade show signs of weathering and mortar deterioration. Targeted tuckpointing will be needed to restore mortar joints and protect the masonry. The station incorporates extensive aluminum framing around the glass screening systems that enclose the passenger waiting areas. These framing components are exhibiting significant wear and are in poor condition, warranting repair. Throughout the facility, existing sealants appear aged and are nearing the end of their service life. A comprehensive sealant replacement program should be considered. The roof system is a sloped standing seam metal roof. The underside of the roof has a finished soffit with integrated lighting. While there is no direct roof access, the roof surface was observed from ground level and appeared to be in generally good condition from afar.

Shoreline Metro Bus Transfer Point

Building Summary Report

Fiscal Year(s): 2026 - 2035

Report Created:

04/07/2026

Project Listing - Upcoming Highest Risk Projects

3216 | Furnace - Replacement

Risk Score: **20.00** Cost: **$10,586**

Project Year: 2026 Age: 34 Useful Life: 18

3245 | Furnace - Replacement

Risk Score: **20.00** Cost: **$10,586**

Project Year: 2026 Age: 34 Useful Life: 18

2624 | Condensing Unit - Air-Cooled - Replacement

Risk Score: **16.00** Cost: **$9,772**

Project Year: 2026 Age: 34 Useful Life: 20

3059 | Window - Aluminum - Replacement

Risk Score: **13.50** Cost: **$82,086**

Project Year: 2026 Age: 2,026 Useful Life: 35

3060 | Joint Sealant - Polyurethane - Replacement

Risk Score: **13.50** Cost: **$12,215**

Project Year: 2026 Age: 2,026 Useful Life: 10

3064 | Facade - Brick - Major Repair

Risk Score: **13.50** Cost: **$988**

Project Year: 2026 Age: 2,026 Useful Life: 80

3065 | Exterior Door - Metal - Replacement

Risk Score: **13.50** Cost: **$12,052**

Project Year: 2026 Age: 2,026 Useful Life: 20

3070 | Gutters and Downspouts - Steel - Major Repair

Risk Score: **13.50** Cost: **$348**

Project Year: 2026 Age: 2,026 Useful Life: 30

PROJECT LIST – Top 270 Projects — Year ↑, Risk ↓ (Within Each Year)

Showing 15 of 28 results

1. 3216 | Risk Score: 12 | Remaining Useful Life: -16 | Project Year: 2026 | Project Cost: $10689.2 Furnace-Replacement | Shoreline Metro Bus Transfer Point |

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2. 3216 | Risk Score: 12 | Remaining Useful Life: -16 | Project Year: 2026 | Project Cost: $10689.2 Furnace-Replacement | Shoreline Metro Bus Transfer Point |

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3. 2624 | Risk Score: 12 | Remaining Useful Life: -14 | Project Year: 2026 | Project Cost: $9772.13 Condensing Unit - Air-Cooled-Replacement | Shoreline Metro Bus Transfer Point |

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4. 3059 | Risk Score: 13.5 | Remaining Useful Life: -1991 | Project Year: 2026 | Project Cost: $82085.9 Window - Aluminum-Replacement | Shoreline Metro Bus Transfer Point |

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5. 3060 | Risk Score: 13.5 | Remaining Useful Life: -2016 | Project Year: 2026 | Project Cost: $12215.2 Joint Sealant - Polyurethane-Replacement | Shoreline Metro Bus Transfer Point |

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6. 3064 | Risk Score: 13.5 | Remaining Useful Life: -1946 | Project Year: 2026 | Project Cost: $988 Facade - Brick-Major Repair | Shoreline Metro Bus Transfer Point |

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7. 3065 | Risk Score: 13.5 | Remaining Useful Life: -2006 | Project Year: 2026 | Project Cost: $12052.3 Exterior Door - Metal-Replacement | Shoreline Metro Bus Transfer Point |

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8. 3070 | Risk Score: 13.5 | Remaining Useful Life: -1996 | Project Year: 2026 | Project Cost: $348 Gutters and Downspouts - Steel-Major Repair | Shoreline Metro Bus Transfer Point |

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9. 3058 | Risk Score: 9 | Remaining Useful Life: -2016 | Project Year: 2026 | Project Cost: $11075.1 Joint Sealant - Polyurethane-Replacement | Shoreline Metro Bus Transfer Point |

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10. 3063 | Risk Score: 9 | Remaining Useful Life: -2016 | Project Year: 2026 | Project Cost: $814.35 Joint Sealant - Polyurethane-Replacement | Shoreline Metro Bus Transfer Point |

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11. 3068 | Risk Score: 13.5 | Remaining Useful Life: -2006 | Project Year: 2026 | Project Cost: $3257.38 Roof Vent-Replacement | Shoreline Metro Bus Transfer Point |

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12. 3071 | Risk Score: 9 | Remaining Useful Life: -2006 | Project Year: 2026 | Project Cost: $407.17 Roof Vent-Replacement | Shoreline Metro Bus Transfer Point |

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13. 3069 | Risk Score: 5 | Remaining Useful Life: -2001 | Project Year: 2026 | Project Cost: $217027 Roof Covering - Metal Panels-Major Repair | Shoreline Metro Bus Transfer Point |

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14. 3061 | Risk Score: 7 | Remaining Useful Life: -2006 | Project Year: 2026 | Project Cost: $1898 Exterior Door - Aluminum-Major Repair | Shoreline Metro Bus Transfer Point |

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15. 3066 | Risk Score: 7 | Remaining Useful Life: -2016 | Project Year: 2026 | Project Cost: $651.48 Joint Sealant - Polyurethane-Replacement | Shoreline Metro Bus Transfer Point |

PROJECT LIST

Showing 28 of 28 results

16. 3057 | Risk Score: 6 | Remaining Useful Life: -1946 | Project Year: 2026 | Project Cost: $593
Facade - Brick-Major Repair | Shoreline Metro Bus Transfer Point |

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17. 2635 | Risk Score: 3 | Remaining Useful Life: -14 | Project Year: 2027 | Project Cost: $25163.2
Lighting - Exterior-Replacement | Shoreline Metro Bus Transfer Point |

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18. 3067 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2028 | Project Cost: $6393.14
Exterior Door - Metal-Replacement | Shoreline Metro Bus Transfer Point |

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19. 2636 | Risk Score: 5 | Remaining Useful Life: -9 | Project Year: 2029 | Project Cost: $32034.8
Other Interior Specialties-Replacement | Shoreline Metro Bus Transfer Point |

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20. 2620 | Risk Score: 5 | Remaining Useful Life: 4 | Project Year: 2032 | Project Cost: $1750.27
Floor Finish - Vinyl and Laminate Coverings-Replacement | Shoreline Metro Bus Transfer Point |

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21. 2626 | Risk Score: 5 | Remaining Useful Life: 6 | Project Year: 2032 | Project Cost: $5250.8
Acoustic Ceiling Tiles-Replacement | Shoreline Metro Bus Transfer Point |

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22. 2627 | Risk Score: 5 | Remaining Useful Life: -4 | Project Year: 2032 | Project Cost: $16335.8
Water Closet-Replacement | Shoreline Metro Bus Transfer Point |

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23. 2628 | Risk Score: 5 | Remaining Useful Life: -4 | Project Year: 2032 | Project Cost: $14002.1
Lavatory-Replacement | Shoreline Metro Bus Transfer Point |

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24. 2629 | Risk Score: 5 | Remaining Useful Life: -4 | Project Year: 2032 | Project Cost: $4278.42
Urinal-Replacement | Shoreline Metro Bus Transfer Point |

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25. 2630 | Risk Score: 5 | Remaining Useful Life: -14 | Project Year: 2032 | Project Cost: $3733.9
Counters - Plastic Laminate-Replacement | Shoreline Metro Bus Transfer Point |

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26. 2631 | Risk Score: 5 | Remaining Useful Life: -9 | Project Year: 2032 | Project Cost: $7390
Casework - Base Cabinets-Replacement | Shoreline Metro Bus Transfer Point |

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27. 2632 | Risk Score: 5 | Remaining Useful Life: -9 | Project Year: 2032 | Project Cost: $2187.83
Casework - Upper Cabinets-Replacement | Shoreline Metro Bus Transfer Point |

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28. 2622 | Risk Score: 7.5 | Remaining Useful Life: 9 | Project Year: 2035 | Project Cost: $18063.1
Domestic Water Heater - Electric-Replacement | Shoreline Metro Bus Transfer Point |
