

# "Cost-Effective Approach to Berea's AMI and Water Meter Replacement Project"

OTCO PROCRASTINATOR'S WORKSHOP Columbus, Ohio

December 8, 2016





#### **Presentation Outline**

- Introductions
- Background of Berea Water Meter Reading System
- Project Approach
  - Planning
  - Design
  - Procurement
  - Implementation
- Lessons Learned
- Q&A

#### Latest Trends Related to AMR/AMI

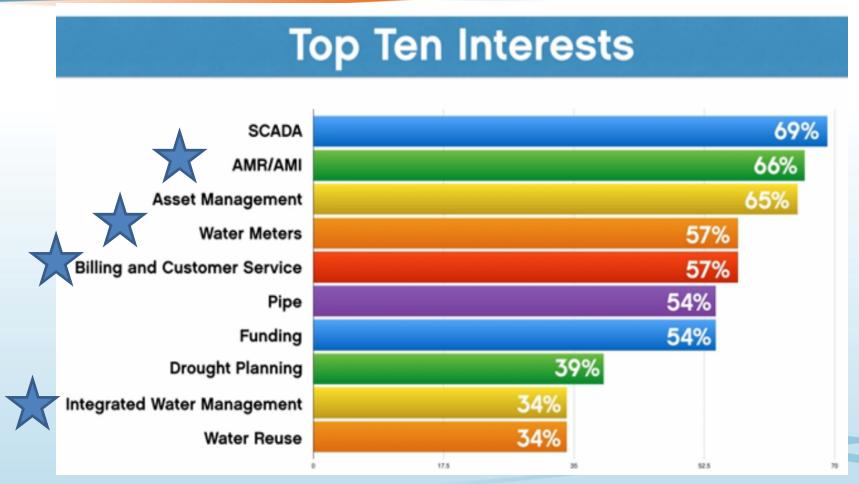
Utility Intelligence & Infrastructure (UII) compiled the 2014 Water Professional Survey Summary that portray thinking and trends in water utility industry regarding water meter, AMR, and AMI current practices and future plans.

http://utilityii.com/category/industry-news/





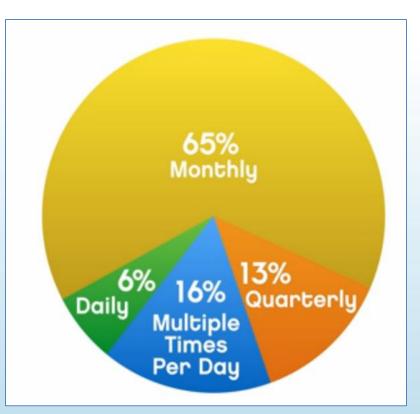
# **UII 2014 Survey Results**



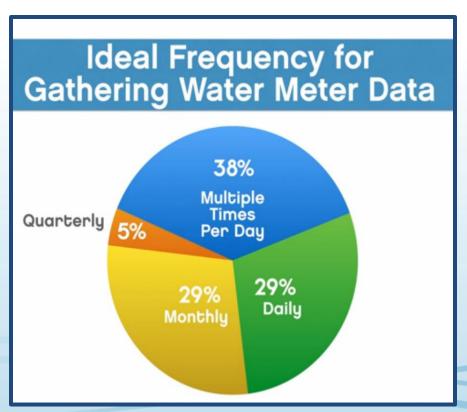
Published: September, 2014

# **UII 2014 Survey Results**

#### How frequently are water meters read?







#### **Historical Overview**

- The Berea Water Department serves approximately 6,900 customer residential customers and commercial/industrial accounts.
- All water and sewer bills are generated through for metered accounts using the meter readings obtained on a quarterly basis.
- Approximately 2/3 of the Water Meter Readers are manually read by read meters each quarter who traveled door to door and read
- In 2006, an ACLARA Automatic Meter Infrastructure (AMI) system was installed on approximately 1/3 of the accounts.
- There are 5 Data Collector Units that receive signals from Meter Transmitter Units via 450 Hz radio communication.
- ACLARA Star system needs to be upgraded to latest software and new server installed to handle hourly meter reads from MTUs

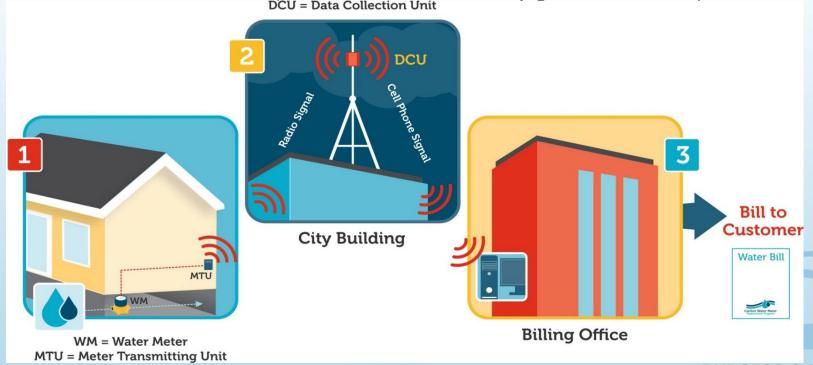
# Goals and Objectives for AMI Project

- Goals and Objectives:
  - Automate manually 4,300 manually read meters
  - Install new Meters and Encoders on meters >10 years old
  - Install New Transmitters on new manually read meters
  - Replace Large Compound Meters for Commercial Accounts
  - Upgrade or replace existing ACLARA AMI System
  - Improved customer service through more accurate reads
  - Provide fair and equitable bill for water used
     Interface with Existing CMI Utility Billing System

# **Existing Berea AMR/AMI Systems**

Develop a migration strategy to avoid stranding assets and leverage previous investments

- AMI System Upgraded to Approximately 7,000 meters
- 4,600 New Badger Meters with ACLARA 2-way transmitters
- 5 Data Collection Units (installed 2006 and upgrade in 2012)



### Berea Metering Reading and AMI System

- Hybrid System: Manual and AMI Read Meters
- Meter read every 12 hour reads
- Upload via 1-way radio transmission to Data Collection Units (DCUs)
- 2,600 meters installed in 2006 will be re-used
- Manually read 1/3 of 4,300 meters each Quarter
- Replace 200 Large Meter Commercial Accounts
- Existing ACLARA AMI system will be evaluated
- Existing CMI Utility Billing System will remain

# **Berea Metering Project Team**

- City Meter Replacement Project Team
  - Sandy Vozar, Utility Engineer
  - Patrick Lane, Meter Service Tech
  - Billing Clerk
  - Finance Department and Upload of AMI Data with Utility Billing Sys
     (CMI)



- Burgess & Niple (Consultant)
  - Develop Specs for Meters and Installation Contractor
  - Assist with Upgrade and Migration Plan for ACLARA AMI System
  - Construction Assistance

### Burgess & Niple – Roles and Responsibilities

### PLANNING PHASE

- Assessment of Existing AMI System
- Access existing Meter Count
- AMI Software Evaluation
- Budgetary Cost Estimates
- Schedule

#### **DESIGN PHASE**

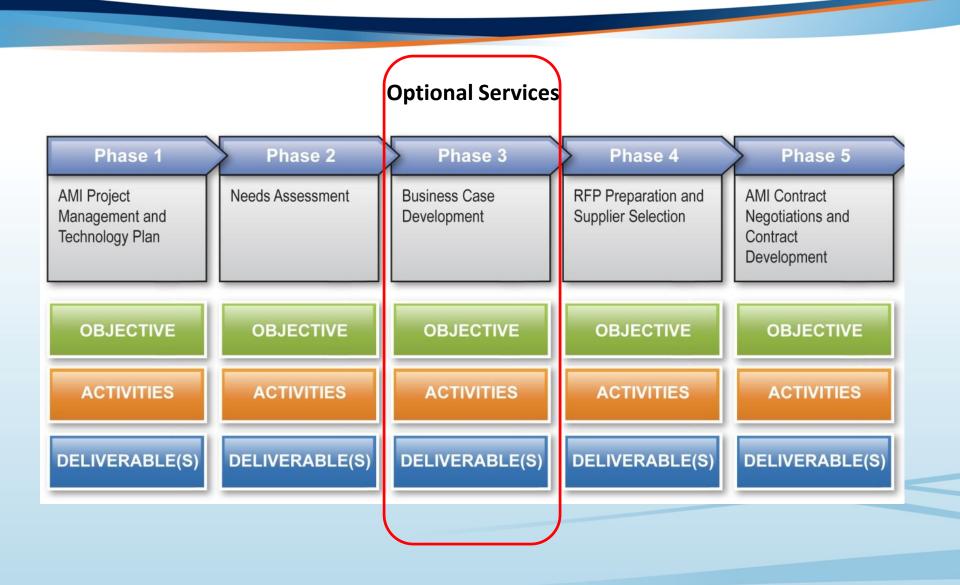
- Procurement Method
- Prepare Detailed Specs and Bid Packages
  - Meters
  - Installation RFQ/RFP
  - Negotiate ACLARASole-Source

**Procurement** 

- Tabulate Bids and Award of Contracts
- Council Presentation
- OWDA Application Documents

- INSTALLATION PHASE
- Kickoff Meetings
- Schedule Deliveries
- Attend Progress Meetings
- Consult with Project Manage
- Monitor Progress
- Assist with Data
   Management
   between Installation
   Contractor, ACLARA
   and UBS databases.

### **Project Approach Through Procurement**



### Needs Assessment – Approach

- Interviews/focus groups with key staff LISTEN
  - Determine existing business processes
  - Define AMI impacts on operations
  - Identify unmet needs
  - Identify quantitative and qualitative areas of improvement
  - Assist Project Team in mapping business processes
  - Identify data collection requirements for:
    - Installation Contractor
    - ACLARA STAR database
    - CMI Utility Billing System

# **Technology Plan**

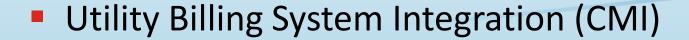
Meter Technology Assessment

Data Collection & Communication Systems (1-

way/2-way)

Data Management & Analytics

IT Infrastructure



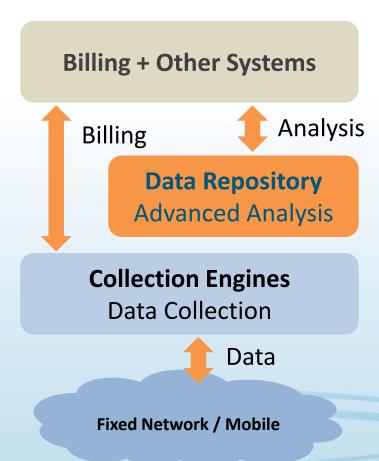
#### **AMI Data Flow**

Utilize

**Store + Analyze** 

Collect + Manage

Create + Collect



Billing data delivered to CIS systems as needed.

#### **Data Analytics**

- Long-term Storage (10 years)
- Advanced Analysis Capabilities

#### **Network Software**

- Data Collection / Billing Export
- Network Management
- Basic Analysis Capabilities

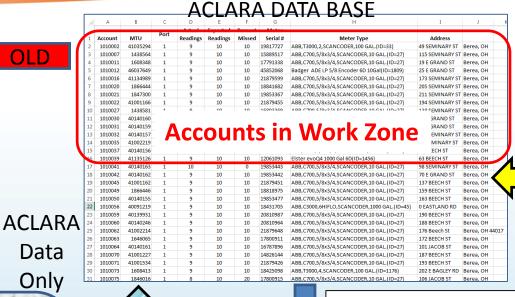
Fixed Network and Mobile read the meters and collect the data.

#### **MODEL OF DATA FLOW**

INSTALLER WORK ORDER SYSTEM

- Verify Account Information & Address
- Meter and MTU Serial Number (Double Entry)
- List Water Meter Location
- Describe MTU location
- List Non-standard Work/Authorizations
- Photos of Old and New Installation
- GPS Coordinates (Wireless vs. True GPS)

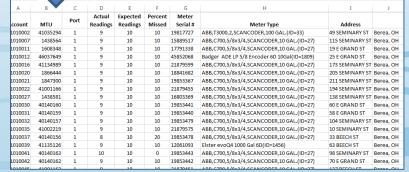
METER DEPT. ARCHIVE



DCU sends Hourly Meter Reads 2x/Day

"SCRUBBED"
Account Data

CONSUMPTION DATA TO UTILITY
BILLING SYSTEM DATA BASE (CMI)



Part 1

**BURGESS & NIPLE** 

# **Design Approach**

- Inventory of meters by size and type
- Sample testing of meter accuracy
- Analyze consumption data for commercial and industrial meter right-sizing
- Develop and manage procurement process
- Technical specifications for meter equipment, AMI system, and installation services

### **Existing Meters to Remain in Service**

- Existing Meters with MTU installed since 2006
  - 2,623 residential meters
  - 40 commercial/industrial units
- New Meters w/o MTUs to be upgraded
  - 173 New Meters were installed with since 2006
  - 173 New MTUs to be installed

#### New Meters and MTUs to be Installed

Existing Meters installed prior to 2005.

$$-\frac{3}{4}$$
": 3,856 meters

### New Meter Type

Positive Displacement

**Ultrasonic Flowmeter** 

Magnetic Flowmeter

### **Badger Meter**



Recordall® Cold Water Bronze Disc Meter Size 5/8, 5/8 x 3/4" (DN 15mm) Model LP NSF/ANSI Standard 61 Certified, Annex G

- Model 25, 5/8" and 5/8" x 3/4" Five (5) years from date of shipment or registration of 750,000 gallons, whichever occurs first.
- Badger Meter warrants Product low flow accuracy of 98.5% at a rate of 1/4 gpm and low flow accuracy of 95% at a rate of 1/8 gpm for five (5) years from date of shipment or registration of 675,000 gallons, whichever occurs first.



#### **Procurement Alternatives**

#### Single Prime Contractor

Meter Vendor

HIGHER COST

- AMR Supplier
- Installation Contractor
- Construction Management

# Performance Guarantee Contract

- Savings Due to Increased Meter Accuracy
- Single Source Responsibility
- Guarantee Savings for 15 years
- Annual Verification
- Select Meters and MTU

HIGHEST COST

#### Multiple Contracts (more risk and more coordination effort)

- Contract A: Competitive Bid of Water Meters
- Contract B: Quals-Based Bid for Installation
- Contract C: AMI Vendor or Sole-Source Negotiation

LOWEST COST

- In-house installation
- Construction Management

### Procurement Process – Fair & Open

- Turnkey vs. Separate Contracts
  - Partnering by vendors limits utility choices
  - Vendors limit availability of their technology
- Sole source negotiation
  - Meter or AMI Vendor
- Procurement for equipment & installation services
  - RFQ/RFP (qualifications/price proposal)
  - Lowest and best bid
  - Bonding/insurance requirements

### Procurement Case Study – Berea

#### **Meter Supplier (RFP/BID)**

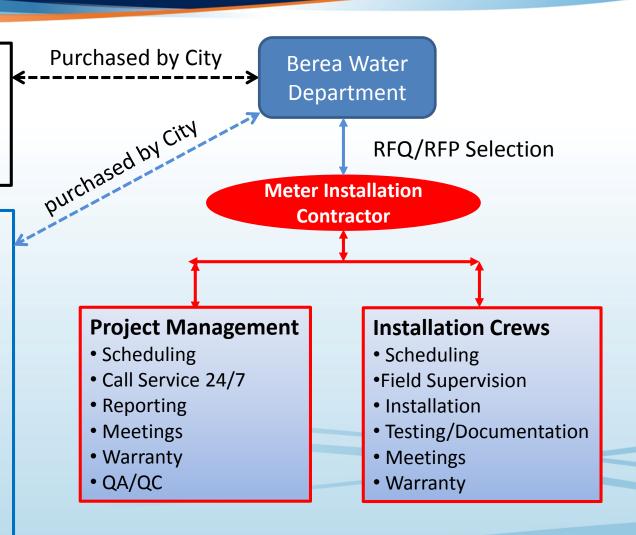
- Prequalified Suppliers
   (Neptune, Badger, Mueller
- Shipment
- Warranty

#### **ACLARA (Pre-Negotiated)**

- MTU Supplier
- Hand-held Programmers
- Tracking and Reporting

#### **ACLARA Technical Support**

- Data Collection & Upload
- Integration into AMR
   STAR software
- Tracking and Reporting



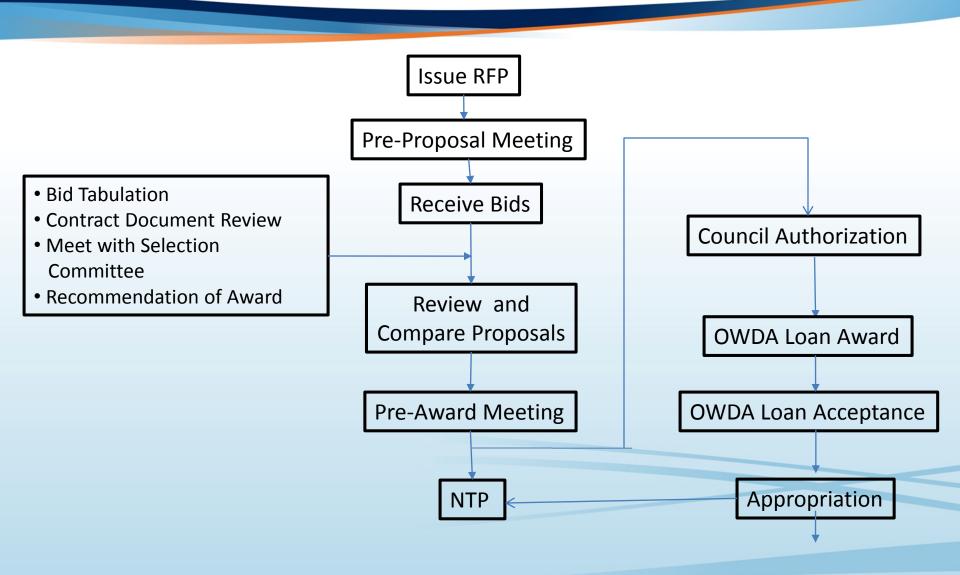
#### **Procurement Process – RFQ/RFP Format**

- Compile List of National Meter Contractors
- Prepare RFQ
  - Corporate Background
  - Financial Resources/Bonding
  - References
  - Experience
  - Methodology
  - Project Management
  - Qualifications
  - Call Center and Scheduling
  - Field Supervision
  - Data Collection Requirements

Scoring of Statement of Qualifications and Pricing

- 1. Project Management
- 2. Qualifications
- 3. Call Center and Scheduling
- 4. Field Supervision
- Data Collection Requirements
- 6. Price Proposal

#### **Installation RFQ/RFP Process**



# Data to be Collected by Meter Installer

- Verify Account Information & Address loaded onto Handheld, Laptop, Tablet, Phone)
- Installer Name, Date, Time
- Old Meter and MTU Serial Number (Double entry of meter reading and data to minimize errors)
- New Meter and MTU Serial Number
- GPS Coordinates (Wireless vs. True GPS)
- Description of Water Meter Location (Basement, First Floor, Curb Pit, Vault)
- Description of MTU location (Inside/Outside)
- Program MTU, Test Meter-MTU Communications, (Validate with meter read next DCU Read Cycle)
- Describe Non-standard Work and Authorizations
- Photos of Old and New Installation
- Piping Materials (Copper, Galvanized, PVC, Lead)



Panasonic Toughbook with MTU Programming Puck

#### **Procurement Process— Berea**

- Evaluate Procurement Alternatives
- Avoid Total AMR Replacement
  - HIGH RISK and COST
- Leverage Existing ACLARA Investment
  - Meetings with ACLARA
  - ACLARA MTU: Upgrade Allows Sole-Source Procurement
  - Resolve Software/Hardware Issues
  - Evaluate Reuse of 5 DCUs and 2,600 Existing MTUs
  - Validate Interface with New Water Meters Data Transmission
- Use RFP Process for Water Meter Purchase
- Use Quals Based Procurement for Selection of Meter Installation Contractor
- Provide documentation for obtaining OWDA funding

#### **Technology Projects are:**

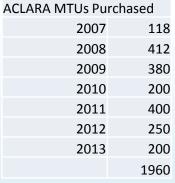
- High Risk
- Costly
- Lose Prior Investment
- Extended Schedules
- Disruptive

# Lessons Learned in Planning/Design

- Conduct workshops to define project requirements
  - Evaluate meter alternatives (functionality, accuracy, battery life, O&M)
  - Evaluate ability to leverage existing investments
  - Commercial/Industrial meters
  - Meter Pits (maintain or upgrade)
- Maintain or upgrade existing AMR Software

	Resolve	integration	of AMR	software	with k	oilling s	system
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 Manage new and existing meter readings during implementation





# **Project Approach**





### Project Responsibilities during Implementation

- Coordinate Order/Delivery of Meters, MTUs, AMI System
  - Badger Meters
    - Positive Displacement, Ultrasonic, and Magnetic Flow Meters.
  - ACLARA Hardware upgrade of Server/AMI software, training on new software, and debugging interface to Utility Billing System
- Review submittals for meters and installation materials
- Meet with Installation Supervisor on Daily Basis to discuss work progress, inventory re-order, issues, and problem accounts
- Conduct Monthly Progress Meetings
- Review and approve pay requests.
- Coordinate City efforts for Curb Valve Repairs, shutoff of water service, resolve problem accounts
- Monitor appointment schedule and Returns-to-Utility Accounts

### **Meter Summary**

	Displa	cement Ty Ho	pe Meters mes	s Inside	L	Displace	ement Type Vau		n Meter	Co	mpund Mete	rs in Meter	/aults	1	Sewe	Only	City A	ccounts					
	<12/2005	>1/2006	<12/2005	>1/2006	<1	12/2005	<12/2005	<12/2005	>1/2006	<12/20	05 >1/2006	<12/2005	>1/2006		<12/2006	>1/2007	<12/2006	>1/2007					
Active Meters	Inside w/MTU	Inside w/MTU	Inside w/o MTU	Inside w/o MTU		URB w/ MTU		CURB w/o MTU	CURB w/o MTU	Insid Compo d w/ MTU	un Compour d w/o MTU	Inside Compoun d w/MTU			Sewer w/o MTU	Sewer w/o MTU	City Accts. w/o MTU	City Accts. w/o MTU	Existing Old Meters to be Replaced		Existing New Meters w/o MTUs (Aditional # of MTUs Required)	TOTAL ACTIVE METERS	мτυ
	OLD	NEW	OLD	NEW		OLD	NEW	OLD	NEW	OLD 8		OLD	NEW		OLD	NEW	OLD	NEW					
3/4" New Meters	OLD	2537		129		ULD	NEW	015	14240	, idea	14200	OLD	14240		GED	14200	GED	14244	0	2537	129	2666	1:
5/8 x 3/4	32		820	123	<u> </u>			14	18					1					866		t		
3/4" - Need ids									2 4						8			5	2		) 9	11	
No Size Need .ids								33	3										33		) 0	33	
No Size Meter			2850					105	5										2955	0	0	2955	
! <b>"</b>		72	94			11	1											3	105	73	3	181	1
" - Need Lids					_			:											1		0	1	
1.5"		13	_		<u> </u>		_							4					5	10		18	
2" 2" Ultrasonic		20	43	7	₽	2	2				20	13		1				4	78	22	11	111	
. Oltrasonic		-	2		-							1		1				1	3		1 1	9	
."		8	12			3					6			1	1				21	8	0	29	
5"		4									1			1					1	4	0	5	
3"		1																	0	1	. 0	1	
																			0	C	0	0	
2864		2660		138			3		22		27	1 13		Sub-Tota	1	Meters P	urchcased		4070				
MTUs Reused or Spares	32					16	3					13		64	Total of A 4Type)	ctive Met	ters (All Si	zes &	4070	2663	173	6906	
New Meters w/MTUs		2660											C	2660	мт	Us to be F	Remain on	Existing N	lew Meter	rs or be Re	eused	-2660	
					·								Total	272	4							4246	

<sup>3</sup>⁄<sub>4</sub>" − 1-1/2" Positive Displacement

2" – Ultrasonic Flowmeters

3" – 6" – Magnetic Flowmeter

Meters < Dec 2005 will be replaced.

# **Pilot Test Program**

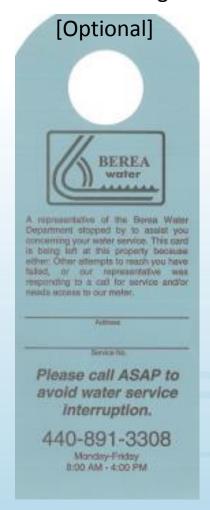
- Establish Local Warehouse and Offices
- Identify Pilot Test Area
- Initiate Call Center and Scheduling of Appointments
- Conduct Training Programs
- Contractor Training Program for Installation Crews
- Pilot Program Rollout to Field
- Random Checks of Installations
- Expand Program and add New Installation Crews

### **Door Hangers and Shutoff**

#### 1st Door Hanger



#### 2nd Door Hanger



#### Water Shutoff Notice



Door hanger used after the 4 notifications after failure to Schedule Appointments:

- Mayor letter sent by City
- City Letter in Utility Bill
- 1<sup>st</sup> Mailed Notification
- 2nd Mailed
   Notification

# Data to be Collected by Meter Installer

- Work Order System track Schedule Appointments
- Download account data to Iphone/IPAD
- Verify Account Information & Address
- Meter and MTU Serial Number
- GPS Coordinates (Wireless vs. True GPS)
- Description of Water Meter Location (Basement, First Floor, Curb Pit/Meter Vault)
- Description of MTU location
- Test communications Meter encoder to Transmitter
- Program transmitter with Meter size, type,
- Document Non-standard Work and obtain Authorizations
- Photos of Old and New Installation
- Piping Materials (Copper, Galvanized, PVC, Lead)

### **Installation Work Plan**

- Establish Local Field Office/Warehouse at WTP
- Order Meters, MTUs, and AMI software/hardware
- Identify Pilot Test Area and Work Zones
- Create Account Database of Active Accounts from AMI
- Develop data format and management policies for scubbing/uploading
- Initiate Call Center and Scheduling of Appointments
- Conduct Training Programs with ACLARA & Badger
- Contractor Training Program for Installation Crews
- Pilot Program Rollout to Field
- Validate weekly reporting system
- Daily upload of meter data to ACLARA database.
- Expand Program and add New Installation Crews
- Separate storage of installation photos

# **Pilot Program Schedule**

- May 9: expected ship date of ACLARA 1344 MTUs
- May 9 ACLARA programs Dell server with STAR software
- May 9, City of Berea letter, signed by Mayor, mailed to residents
- May 13 40 2" ultrasonic meter shipped by Badger
- NECO sends 1<sup>st</sup> Notification Letter to Pilot Area
- May 18 − ¾ x 5/8" meters shipped
- May 23 Pilot program begins in Zone 1 to install 140 meter

#### Work Plan - Schedule

Berea, OH

Timeline Prepared On: June 7, 2016

Est. 65% Receive 2nd Letter Est. 30% Require Door Tag

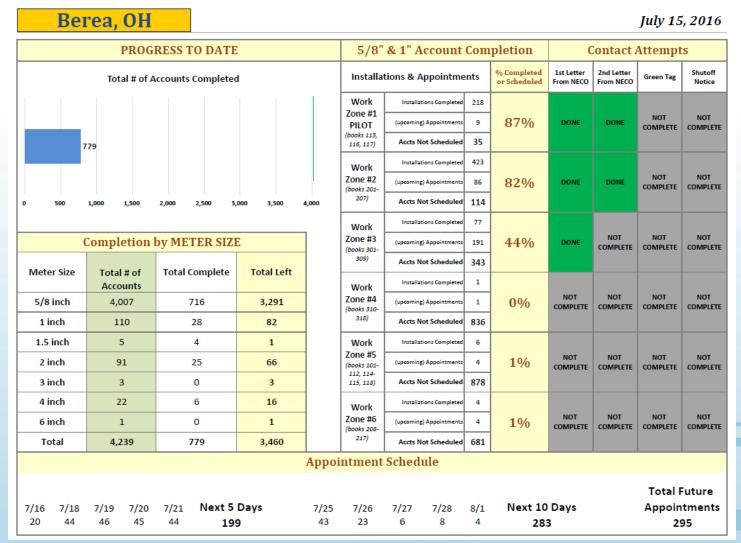
Est. 2% Require Shut Off

#### **Residential Contact Timeline**

Area	Attempt	6/6	6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12	9/19	10/3	10/10	10/17	10/24
	1st Letter Mailed by NECO	262	0,20	1,20	-,	.,.	.,	.,	.,	-/-	-,-	-,	-/	-/	-/-	-,	-,	20/0	,	,	20,21
Work	2nd Letter Mailed by NECO		170																		
Zone #1	No Contact List Given to City				79																
PILOT	Letter or Door Tag from City					39	39														
	Shut Offs (if necessary)						5	5													
	1st Letter Mailed by NECO			623																	
Work	2nd Letter Mailed by NECO				405																
Zone #2	No Contact List Given to City						187														
201 - 207	Letter or Door Tag from City							93	93												
	Shut Offs (if necessary)								12	12											
	1st Letter Mailed by NECO					613															
Work	2nd Letter Mailed by NECO							398													
Zone #3	No Contact List Given to City									184											
301 - 309	Letter or Door Tag from City										92	92									
	Shut Offs (if necessary)											12	12								
	1st Letter Mailed by NECO								839												
Work	2nd Letter Mailed by NECO										545										
Zone #4	No Contact List Given to City												252								
310 - 318	Letter or Door Tag from City													126	126						
	Shut Offs (if necessary)														17	17					
Work	1st Letter Mailed by NECO											892									
Zone #5	2nd Letter Mailed by NECO													580							
101 - 112,	No Contact List Given to City															268					
114 - 115,	Letter or Door Tag from City																134	134			
118	Shut Offs (if necessary)																	18	18		
	1st Letter Mailed by NECO															690					
Work	2nd Letter Mailed by NECO																	449			
Zone #6	No Contact List Given to City																		207		
208 - 217	Letter or Door Tag from City																			104	104
	Shut Offs (if necessary)																				14
			'6 - '19	6/2 7/	20 - /3		/4 - /17	7/1			1 - 14	8/1 8/	L5 - 28		29 - '11		12 -		/3 - /16		/24 - /30
Est.	# Incoming Phone Calls	1	38	38	38	3	97	49	91	4	80	4	89	5	30	3.	57	3	57	1	79
	Est. # Appts Per Day	3	34	4	3	4	14	5	5	5	3	5	4	9	59	4	Ю	4	10	2	20

**BURGESS & NIPLE** 

### Weekly Report – Post Pilot Program



### Weekly Report – End of Job

	Completion by Work Zone																											
	Zone 1 Zone 2							Zone 3 Zone 4								Zor		Zor	ne 6		TOTAL							
Meter Size (inches)	Complete	Scheduled	Open	RTU	Complete	Scheduled	Open	RTU	Complete	Scheduled	Open	RTU	Complete	Scheduled	Open	RTU	Complete	Scheduled	Open	RTU	Complete	Scheduled	Open	RTU	Complete	Scheduled	Open	RTU
Pits	9				6		1		51		16		4		1		22		14		56		5		148	0	37	0
5/8 Inside	248			4	587	1		13	550	2		25	787	6		26	756	5		70	591	12		81	3,519	26	0	219
1 Inside	10				20			2	29			1	18			1	50			3	4				131	0	0	7
1.5									1						1		1								2	0	1	0
2									24		4		4		1		22		13		5				55	0	18	0
3																			1						0	0	1	0
4											5				1				4				2		0	0	12	0
6															1										0	0	1	0
Total	267	0	0	4	613	1	1	15	655	2	25	26	813	6	5	27	851	5	32	73	656	12	7	81	3,855	26	70	226

		Oth	er V	Vor	k Z	one	S		5/8" & 1" INSIDE Accounts	% Complete (Installed, Scheduled, or RTU)	1st Letter From NECO	2nd Letter From NECO	Green Tag (Report Date)	Shutoff Notice (Report Date)
		BW Uni	versity			City N	Meters		Work Zone #1 PILOT (books 113, 116, 117)	100%	6/2/2016	6/10/2016	7/20/2016	7/27/2016
Meter Size (inches)	Complete	Scheduled	Open	RTU	Complete	Scheduled	Open	RTU	Work Zone #2 (books 201-207)	100%	6/15/2016	7/15/2016	7/27/2016	8/3/2016
5/8	3		3				5		Work Zone #3 (books 301-309)	100%	7/5/2016	7/18/2016	9/2/2016	9/22/2016
1	1		2				5		Work Zone #4 (books 310-318)	100%	7/20/2016	8/5/2016	9/8/2016	10/14/2016
1.5	3								Work Zone #5 (books 101-112, 114-115, 118)	100%	8/19/2016	9/8/2016	10/13/2016	10/20/2016
2	12		2				4		Work Zone #6 (books 208-217)	100%	9/14/2016	9/29/2016	10/13/2016	10/26/2016
3			2							Appointment Sche	dule			
4	6		5				1		10/29 11/1 11/2 11/3 11/7 Next 5 Da	ays 11/8 11/9 11/10 11/14 11/15	Next 10 Days	Total F	uture Appoin	tments
Total	25	0	14	0	0	0	15	0	22 2 1 1 0 <b>26</b>	0 0 0 0 0	26		26	

# Return to Utility - Water Shutoff Policy

- All Notification Attempts Fail
  - 1. Letter from Mayor sent to all Residents
  - 2. 1st Notice Mailed to Zone
  - 3. 2<sup>nd</sup> Notice Mailed to Zone
  - 4. 1st Door Tag with Shutoff Notice (Green Tag)

Accounts "Returned to City"

- 5. City Orange Door Tags with 3-4 day shutoff notice
- 6. Shutoff (Call City to schedule)

### **Lessons Learned – Implementation**

- Manage work by zones of <1000 meters Work in adjacent zones, to meet project schedule
- Do not move to new zones until >75% complete in previous zone
- Schedule split shift 7-3 and 11-7 pm for customer convenience
- Schedule Saturday Installations 1-2 times per month
- City have standby meter service tech to accommodate "problem accounts"
- Be prepared to replace meter valve by shutoff at curb
- Re-schedule installation if curb shutoffs require repair by City, then notify account.

# **Lessons Learned – Implementation**

- Pilot program essential to test processes
- Final approval of all contractor notification materials essential
- Be willing to enforce shut-off of water
  - Have legislation in place before start pilot program
- Require 24/7 emergency response call center
- City must be prepared to replace broken curb stops
- Plan on rebuilding some meter pits and replacing metallic covers
- Large meter installations will require piping modifications to fit pipe runs
- "Require' homeowners to repair defective plumbing if needed

### Data "Scrubbing" prior to Utility Billing Upload

- Weekly reporting to track installation progress
- "Scrub" installation data to minimize errors in billing system
- City evaluates ACLARA "No Reads", Missing or Incorrect Data
- Upgrade AMI software and hardware before starting data Upload to UBS
- Define data format and data transfer requirements for integration to Databases
- Define databases structures in planning stage, and prior to start of Pilot Program
- Verify radio propagation studies
- Validate performance requirements are met (read rate, data upload, signal strength, etc.)

### "A drop in the bucket"... Resident comment

# Berea water meter program projected cost 'a drop in the bucket' for residents, businesses



It is expected that Berea customers will pay a \$2/month meter fee to cover the cost of the program. In a recent article on Cleveland.com, a resident referred to the rate increase as "a drop in the bucket," echoing what seems to be a favorable reaction to the program that was outlined during a City Council meeting.

### **Project Costs**

#### **Project Construction Value based on Bid:**

Engineering Fee:

\$ 64,000

Contact A – Water Meters

\$ 411,400

Contact B – AMI Systems

\$ 466,000

Contract C: Installation

\$ 509,400

- Contingency Allowance

\$ 100,000

**Total Cost** 

\$1,550,800

or \$360/meter

Project completed under budget and on schedule

### **Questions?**



#### Carl M. Seifried, PE

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