

**City of Big Rapids**

**Capital Improvements Program**

**2022-2028**



## Acknowledgements

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### Planning Commission

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### Adopted

March 21, 2022 by Resolution No. 22-27

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## Introduction

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A Capital Improvements Plan (CIP) is a multi-year planning instrument used to identify needs and financing sources for public infrastructure improvements. The purpose of a CIP is to facilitate the orderly planning of infrastructure improvements; to maintain, preserve, and protect the City of Big Rapids' existing infrastructure system; and to provide for the acquisition or scheduled replacement of equipment to ensure the efficient delivery of services to the community. The CIP is also utilized to ensure that capital improvements are fiscally sound and consistent with the goals and policies of the governing body and the residents of the community.

A comprehensive CIP is an essential tool for the planning and development of the social, physical, and economic wellbeing of the community. The process of creating a CIP is a necessary part of an organized effort to strengthen the quality of public facilities and services; provide a framework for the realization of community goals and objectives; and provide a sound basis on which to build a healthy and vibrant community.

The CIP informs Big Rapids residents and stakeholders on how the municipality plans to address significant capital needs over the next six years. The CIP provides visual representations of the community's needs including maps that detail the timing, sequence, and location of capital projects. The CIP can also influence growth because infrastructure can impact development patterns.

Some of the benefits that the CIP provides for the residents and stakeholders include:

- Optimizing the uses of revenue
- Focusing attention on community goals, needs, and capabilities
- Guiding future growth and development
- Encouraging efficient government
- Improving intergovernmental and regional cooperation
- Helping maintain a sound and stable financial program
- Enhancing opportunities for the participation in federal and/or state grant programs

The projects identified in the CIP represent the community's plan to serve residents and anticipate the needs of a dynamic community. Projects are guided by various development plans and policies established by the City Commission, Planning Commission, and City administration.

Plans and policies include:

- |  |   |
|--|---|
| • Master Plan Addendum 2018                  | • Bicycle and Pedestrian Plan 2012        |
| • Downtown Blueprint Update 2016             | • Goals and Objectives of City Commission |
| • Tax Increment Financing (TIF) Plan         | • 2020 Housing Study                      |
| • Parks and Recreation Master Plan 2022-2026 | • Administrative Policies                 |

## **Mission Statement**

Preparation of the CIP is done under the authority of the Michigan Planning Enabling Act (PA 33 of 2008). The goal of the CIP should be to implement the master plan and to assist in the community's financial planning.

The CIP is dynamic. Each year all projects included within the CIP are reviewed, a call for new projects is made, and adjustments are made to existing projects arising from changes in the amount of funding required, conditions, or timeline. A new year of programming is also added each year to replace the year funded in the annual operating budget.

The CIP program should continue to develop over time by adding features to gradually improve quality and sophistication. Greater attention shall be devoted to providing more detailed information about individual project requests, program planning, fiscal analysis, fiscal policies, and developing debt strategy.

## **CIP and Budget Process**

The CIP plays a significant role in the implementation of a master plan by providing the link between planning and budgeting for capital projects. The CIP process precedes the budget process and is used to develop the capital projects portion of the annual budget. Recommending approval of the CIP by the Planning Commission does not mean that they grant final approval of all projects contained within the plan. Rather by recommending approval of the CIP, the Planning Commission acknowledges that these projects represent a reasonable interpretation of the upcoming needs for the community and that projects contained in the first year of the plan are suitable for inclusion in the upcoming budget.

Priority rankings do not necessarily correspond to funding sequence. For example, a road-widening project which is ranked lower than a park project may be funded before the park project because the road project has access to a restricted revenue source, whereas a park project may have to compete for funding from other revenue sources. A project's funding depends upon several factors—not only its merit, but also its location, cost, funding source, and logistics.

The community of Big Rapids should strive to maximize resources by maintaining a balance between operating and capital budgets. A continuous relationship exists between the CIP and the annual budget. A direct link can be seen between the two documents, as there should be in a strategic planning environment. Budget appropriations lapse at the end of the fiscal year as the operating budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

## Definition

As used in the City of Big Rapids Capital Improvements Program (CIP), a capital improvement project is defined as a project that results in the acquisition, addition, updating, or development of physical facilities. A capital improvement project may also include contractual or bonded indebtedness payments related to fix assets, or any major expenditure for physical development, which generally falls into one of the following categories:

1. Land and non-structural improvements
2. New structures
3. Major repairs - \$7,500 or more
4. Major replacements - \$7,500 or more
5. Non-motorized equipment - \$7,500 or more

Additionally, capital improvements are generally defined as the following:

- a) New and expanded physical facilities for the community which are relatively large-in-size, expensive, and permanent.
- b) Large scale rehabilitation or replacement of existing facilities.
- c) Major pieces of equipment which has a direct relationship to the function of a physical facility, and which are relatively expensive and of long life.
- d) Purchase of equipment for any public improvements when first erected or acquired that are to be financed in whole or in part from bond funds.
- e) The cost of engineering and architectural studies and surveys related to an anticipated improvement.

## Process

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The process of creating the Capital Improvements Program took place over five months and including staff from every department in the City.

### Groups and Roles

The first step in the process was getting the different people and groups necessary to fill vital roles in drafting the Capital Improvements Program. The groups and roles are described below:

Policy Group: reviews the policy, develops the project rating and weighting criteria, rates and weights project applications, reviews funding options, and presents the recommendation to the Administrative Group.

- City Manager
- City Treasurer
- Director of Public Works
- Police Chief
- Fire Chief
- Information Technology Manager
- DART Supervisor
- Superintendent of Water Plant
- Superintendent of Wastewater Plant
- Street Superintendent
- Community Development Director
- Planning Commission Representatives

Administrative Group: clarifies any issues, finalizes the priorities, and brings the CIP draft forward to the Planning Commission.

- City Manager
- City Treasurer
- Community Development Director

Planning Commission: works with the Policy Group during the plan development, conducts workshops (if necessary), reviews the Policy Group's recommendation, receives public input, and makes recommendations to the City Commission to adopt the plan and consider incorporating funding for the first-year projects into the annual budget.

City Commission: adopts the CIP, uses the CIP as a tool in the adoption of the annual budget in accordance with the governing body goals and objectives.

Residents: encouraged to participate in plan development by working with various boards and commissions at the Planning Commission meetings, and at the City Commission's budget workshops and public hearings. As always, communication is open between residents, City Commissioners, Planning Commissioners, and staff.



## **Project Analysis and Prioritization**

Upon receiving requests from various Departments for capital improvement funding, the Policy Group engaged in a process of scoring projects utilizing the following review criteria:

1. Project will improve quality of life and/or quality of service of residents and users.
2. If deferred, absence of project would negatively impact residents and users.
3. Project is part of a multi-year funding commitment.
4. Project is part of, or complements, other ongoing projects.
5. Project is part of an approved City plan.

Projects were scored on a scale from 1-5. Additionally, departments proposing projects provided an internal department priority ranking out of the number of projects proposed. Average scores and department priorities are included in the final project tables.

After reviewing department priorities and Policy Group scoring, the Administrative Group prioritized projects and recommend projects to the Planning Commission according to the following categories:

### **Priority 1: Essential**

Project cannot be postponed, as it is essential; partially completed; meets an emergency situation, or remedies a condition dangerous to public health, welfare, or safety; or the City is committed by contractual arrangement. Only essential projects should be so classified.

### **Priority 2: Desirable**

Project should be carried out within a few years to meet anticipated needs of a current program or for the replacement of unsatisfactory facilities. These include projects that are needed to maintain the department program at current level of performance, projects that would benefit the community, and projects whose validity of planning and validity of timing have been established.

### **Priority 3: Acceptable**

Project is needed for the proper expansion of a program or facility with the exact timing, waiting, until funds are available. These are projects that are adequately planned, but not absolutely required, and should be deferred to a subsequent year if budget reductions are necessary.

### **Priority 4: Deferrable**

Project is needed for an ideal operation but cannot yet be recommended for action. Can safely be deferred beyond the third year of the six-year projection.

### **Priority 5: Needs Further Study**

Project is desirable but not essential, can be safely postponed without detriment to preset services, rated lowest of those submitted, and/or needs further study before being recommended for funding.

## Capital Improvement Approval

While the Planning Commission will play an important role in developing a CIP, recommendations coming from the Planning Commission to the City Commission are purely advisory in nature. It is the sole responsibility of the City Commission to approve and adopt a CIP for any given year.

The Planning Commission reviewed the CIP on February 16, 2022 and unanimously recommended that the City Commission adopt the 2022-2028 Capital Improvement Plan.

The City Commission adopted the Capital Improvement Plan at their regular meeting on March 21, 2022 by Resolution No. 22-27.

## Program Funding

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The City of Big Rapids has several funding sources for these Capital Improvements projects. This is necessary due to the substantial financial resources required to meet the goals of the Program. Most capital funding sources are earmarked for specific purposes and cannot be transferred from one capital program to another. For example, funds raised by the community for fire protection services must be used for the purposes that were stated when the voters approved the funding. The CIP has to be prepared with some projects as to the amount of money available. The following is a summary of the funding sources for projects included in the CIP.

### General Fund

The General Fund is the fund that is responsible for many of the daily operations of the City. The fund has three major revenue sources: property tax, income tax, and state shared revenue. Collectively, these three revenue items are responsible for 88% of General Fund income. Over the last five fiscal years, the revenue collected from these sources has increased a combined 2.27%, although an upsurge in income tax collected is the main reason for the increase. The largest driver of cost in the General Fund is public safety related expenditures which account for roughly 47% of the budget. As a best practice measure, the Government Finance Officers Association (GFOA) recommends retaining a fund balance of two months of operating expenses, which is approximately \$1,400,000 for the City of Big Rapids.

### Major and Local Streets

The Michigan Department of Transportation, through Public Act 51, requires each incorporated municipality to submit an annual report to the State Transportation Commission identifying any changes made to the mileage of their street system. Changes to the street system, if they meet the State's specifications, are reflected on the City's Certified Mileage Map. Certified mileage for major and local streets are used to distribute Act 51 revenues to communities. These revenues are derived by taxes imposed directly or indirectly on vehicle fuel sales. The City of Big Rapids currently has 37.90 miles of certified streets, including 14.50 miles of major streets and 23.40 miles of local streets.

### Downtown Development Authority

The Downtown Development Authority (DDA) was created in 1985 to correct and prevent deterioration and to promote economic growth within the downtown area. The DDA governing body consists of individuals that were appointed by the City Commission, who also approves the DDA budget. The DDA is funded with a 2.0 mill tax levied on all taxable property within the district. It is also responsible for the promotion and funding of downtown activities, such as the Big Rapids Farmer's Market.

### Library Fund

The Library Fund is responsible for the operation and maintenance of the Big Rapids Community Library. The Library is funded from several different sources: 1.0 mill levied by the City of Big Rapids, penal fine distributions, state aid, a 0.2 mill levy from Big Rapids Charter Township, and a subsidy from the City's General Fund. Salaries, fringe benefits, and library materials comprise most of the Library's current budget. In 2014, the City issued bonds in the amount of \$530,000 to renovate the existing facility. The Library Fund is responsible for the debt service associated with this bond issue.

### Airport Fund

The Airport Fund is responsible for the operation and maintenance of the Roben Hood Airport. It is funded through fuel sales, rent from hangar leases, mechanic services, and subsidies from the City's General Fund. The main drivers of costs are salaries and fringe benefits for airport staff, fuel purchases, and debt service on the Community Hangar.

### Dial-A-Ride Transit Fund

The City's Dial-a-Ride Transit (DART) system has been providing "curb to curb" public transportation service to the Big Rapids community since 1975. DART has provided more than 3.5 million rides, offering safe, dependable, affordable transportation through a shared ride, demand-response public transportation service. Many patrons use DART as their sole source for fulfilling shopping, medical, education, and socializing needs. DART is a key amenity which separates the City of Big Rapids from other regional communities, providing the ability to get anywhere in Big Rapids to all persons. The DART Fund is supported by several different sources, including Michigan Department of Transportation (MDOT), federal funding, Ferris State University shuttle service, passenger fares, and the City's General Fund.

### Wastewater and Wastewater Replacement

The purpose of the Big Rapids Wastewater Collection System and Treatment Plant is to protect public health and preserve the aquatic environment, thereby enhancing the quality of life for area residents. The wastewater system serves an 11-square mile area, which encompasses three jurisdictions: the City of Big Rapids, Big Rapids Charter Township, and Green Charter Township. Each community owns and operates their own wastewater collection system, including gravity sewers, pumping stations, and force mains. The City of Big Rapids owns and operates the Publicly-Owned Treatment Works (POTW), also known as the Wastewater Treatment Plant (WWTP). The WWTP is funded by user fees collected from the approximately 2,200 customers of the system.

The wastewater collection and treatment system serves a population of approximately 20,000 people. The system has approximately 33 miles of gravity and force sewer mains as well as 15 lift stations. The Wastewater Replacement Fund is supported by annual contributions from each municipality that is connected to the system.

#### Water and Water Replacement Funds

The City's water system includes the operation and maintenance of the City's Water Treatment Plant, the distribution lines from the plant, and the upkeep of four water towers. The Water Fund's major revenue source is the usage rates collected from roughly 2,200 customers. Each year, rates are reviewed to correctly account for the funds needed to operate and maintain the plant. The Water Fund has three main cost centers: Production, Transmission, and Customer Service, with production accounting for about 45% of the budget. The Water Fund also transfers resources to the Water Replacement Fund for capital projects related to the water system.

The Water Replacement Fund exists to account for the replacement of capital items throughout the water system. It is funded by quarterly transfers from the Water Fund. The City has a goal to deposit \$700,000 per year into this fund to properly maintain the water system.

#### Motor Pool Fund

The City's Motor Pool is a part of the Department of Public Works (DPW) and maintains a variety of different vehicles and equipment, including 7 Dial-A-Ride buses, 44 pickups and cars, 4 loaders and backhoes with their various attachments, 7 dump trucks with plows, scrapers, and spreaders. The Motor Pool also maintains everything from garbage trucks to chainsaws for use by DPW. In total, the Motor Pool maintains over 240 different pieces of equipment. Maintenance and replacement programs are in place to ensure the safety and utility of all vehicles. The Motor Pool Fund is supported by equipment rental charges to all funds that use the equipment.

## Capital Improvements Program

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The following tables provide an overview of the 2022-2028 Capital Improvements Program for the City of Big Rapids. Table 1 shows the projected funding availability by the different funding sources for capital improvements.

Table 2 includes all projects, sorted by the Department responsible for the project, then by year and department priority. The Department Priority shows how each department prioritizes the projects they submitted within each funding year. A score between 0 and 5 is given; this is the average score from the scoring process conducted by the Policy Group. Finally, the chart includes the Estimated Cost of the project as provided by the Department responsible for the project.

Table 3 is the list of projects for the 2022-2023 fiscal year. This table includes not the estimated project cost, but rather the recommended funding for the 2022-2023 capital budget, as determined by the Administrative Group and approved by the Planning Commission.

Table 4 through Table 8 break down the projects by the fiscal year in which they are recommended to be funded, starting with 2023-2024 and continuing through 2027-2028.

Table 1 - Fund Projections

Fund Projections							
Fund	Budget Year						Total
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
General Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
Major Streets Fund and Local Streets Fund	\$ 500,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,750,000
Airport Fund	\$ 127,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 165,000
Library Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DART Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Fund and Wastewater Replacement Fund	\$ 600,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 50,000	\$ 500,000	\$ 2,650,000
Water Fund and Water Replacement Fund	\$ 1,100,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,100,000
Motor Pool Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
<b>Total</b>	<b>\$ 2,727,500</b>	<b>\$ 2,357,500</b>	<b>\$ 2,357,500</b>	<b>\$ 2,357,500</b>	<b>\$ 1,907,500</b>	<b>\$ 2,357,500</b>	<b>\$ 14,065,000</b>

Table 2 - All Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Roben-Hood Airport	100LL Fuel Tank Replacement	2022-2023	1 of 2	1.8	\$82,600
	Taxiway Rehabilitation	2022-2023	2 of 2	3.0	\$11,500
	New 4 Bay Hangar	2023-2024	1 of 1	1.3	\$400,000
	Ramp/Apron Rehabilitation	2025-2026	1 of 1	3.3	\$44,000
	Parallel Taxiway Construction	2027-2028	1 of 1	2.5	\$86,000
Alleys and Parking Lots	Hemlock Park Parking Lot	2022-2023	1 of 3	2.8	\$38,200
	100 Block S Michigan Parking Lot	2022-2024	2 of 3	2.4	\$63,650
	100 Block N Michigan Parking Lot	2022-2025	3 of 3	2.6	\$85,770
	200 Block N Michigan Parking Lot	2023-2024	1 of 2	2.6	\$37,500
	100 Block S Warren Parking Lot	2023-2024	2 of 2	2.2	\$71,600
	Mitchell Creek Court	2024-2025	1 of 1	2.4	\$30,770
City Hall	New Entry Door and Stairs in DPW	2022-2023	1 of 1	0.8	\$25,000
Library	RFID Conversion & Self-Checkout	2022-2023	1 of 1	2.0	\$68,820
	RFID Conversion & Self-Checkout	2023-2024	1 of 1	2.0	\$68,820
Community Development	Master Plan Update	2023-2024	1 of 1	3.0	\$40,000
	Hillcrest School Acquisition	2024-2025	1 of 1	2.3	\$47,000
DDA	Downtown Twinkle Lights	2022-2023	1 of 2	1.0	\$49,500
	Downtown Signs	2022-2023	2 of 2	2.0	\$22,000
Fire Department	Self-Contained Breathing Apparatus (SCBA) Replacement	2022-2023	1 of 2	3.3	\$105,000
	Engine 4 Replacement	2022-2023	2 of 2	3.0	\$200,000
	Fire Hose Replacement	2023-2024	1 of 2	2.8	\$30,000
	Engine 4 Replacement	2023-2024	2 of 2	3.0	\$200,000
	Extrication Equipment	2024-2025	1 of 1	2.0	\$40,000
	IT Improvements	2025-2026	1 of 1	2.3	\$12,000
	Fire Hose Replacement	2026-2027	1 of 1	2.8	\$30,000
	Individual Thermal Imagers	2027-2028	1 of 1	2.5	\$10,000

Table 2 - All Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Motor Pool	Dump Truck	2022-2023	1 of 2	3.0	\$150,000
	Police Car	2022-2023	2 of 2	3.0	\$45,000
	Dump Truck	2023-2024	1 of 1	3.0	\$150,000
	Maintenance Truck	2024-2025	1 of 2	2.8	\$50,000
	Dump Truck	2024-2025	2 of 2	3.0	\$150,000
	Blacktop Roller	2025-2026	1 of 3	2.8	\$60,000
	Police Car	2025-2026	2 of 3	3.0	\$45,000
	Wood Chipper	2025-2026	3 of 3	2.6	\$85,000
	Two Police Cars	2026-2027	1 of 3	3.0	\$100,000
	Engineering Truck	2026-2027	2 of 3	2.8	\$50,000
	Maintenance Van	2026-2027	3 of 3	3.0	\$65,000
Parks	Hemlock Park Improvement Project	2022-2023	1 of 7	4.6	\$100,000
	Depot Park Trailhead Development	2022-2023	2 of 7	4.2	\$300,000
	Riverwalk Repair	2022-2023	3 of 7	4.6	\$10,000
	Pool Showers Fixed and Updated	2022-2023	4 of 7	2.0	\$30,000
	Riverwalk Lighting and Steps	2022-2023	5 of 7	3.2	\$45,000
	Playscape Update Year 1	2022-2023	6 of 7	4.4	\$126,250
	Softball Field Lighting Year 2	2022-2023	7 of 7	2.6	\$121,500
	Northend Park Restrooms	2023-2024	1 of 6	3.4	\$37,500
	Hemlock Park Shelter Renovation Year 1	2023-2024	2 of 6	4.2	\$89,000
	Riverwalk Repair	2023-2024	3 of 6	4.6	\$10,000
	Compost Site Year 1	2023-2024	4 of 6	2.8	\$66,000
	Playscape Update Year 2	2023-2024	5 of 6	4.4	\$126,250
	Pool Deck Improvements	2023-2024	6 of 6	2.2	\$30,000



Table 2 - All Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Parks, Cont.	Hemlock Park Shelter Renovation Year 2	2024-2025	1 of 4	4.2	\$89,000
	Riverwalk Repair	2024-2025	2 of 4	4.6	\$10,000
	Compost Site Year 2	2024-2025	3 of 4	2.8	\$66,000
	Playscape Update Year 3	2024-2025	4 of 4	4.4	\$126,250
	Hemlock Park Shelter Renovation Year 3	2025-2026	1 of 2	4.2	\$89,000
	Riverwalk Repair	2025-2026	2 of 2	4.6	\$10,000
	Riverwalk Repair	2026-2027	1 of 1	4.6	\$10,000
	Riverwalk Repair	2027-2028	1 of 1	4.6	\$10,000
Police Department	Conducted Energy Weapon Replacement	2022-2023	1 of 3	2.0	\$20,050
	Bodycam Upgrades, Replacment, Storage	2022-2023	2 of 3	2.5	\$11,510
	Firearms Trailer	2022-2023	3 of 3	1.5	\$23,325
	E-Citations	2023-2024	1 of 1	1.8	\$11,025
	Simunitions	2024-2025	1 of 1	1.8	\$13,000
Public Safety Building	UPS System at Public Safety	2022-2023	1 of 2	2.4	\$40,000
	LED Digital Sign/Message Board	2022-2023	2 of 2	1.4	\$36,450
	Upgrade Gym Equipment Year 1	2023-2024	1 of 2	1.0	\$7,500
	Public Safety Parking Lot Repairs	2023-2024	2 of 2	1.2	\$85,000
	CIP Floor Cleaning & Scrubber	2024-2025	1 of 3	0.8	\$8,500
	Upgrade Gym Equipment Year 2	2024-2025	2 of 3	1.0	\$7,500
	Community Room Technology Upgrades	2024-2025	3 of 3	2.6	\$22,000
	Exterior Lighting for Additional Security	2025-2026	1 of 1	2.0	\$13,000
Sanitary Sewer	Pine Street Sanitary Sewer	2022-2023	1 of 10	4.5	\$65,000
	100 N State Street Sanitary Sewer	2022-2023	2 of 10	4.0	\$450,000
	Mechanic Street	2022-2023	3 of 10	3.8	\$78,500
	300 Block Henderson St	2022-2023	4 of 10	3.4	\$30,000
	Wastewater Sewer Lining	2022-2023	5 of 10	3.8	\$100,000
	Bailey Drive Utilities	2022-2023	6 of 10	3.4	\$221,500
	300 Marion Ave	2022-2023	7 of 10	3.4	\$121,000
	Darwin Street Reconstruction	2022-2023	8 of 10	3.4	\$49,000

Table 2 - All Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Sanitary Sewer, Cont.	200 S State Sanitary 1245-1250	2022-2023	9 of 10	3.0	\$66,000
	Bailey Drive Wastewater Sewer Lining	2022-2023	10 of 10	3.6	\$100,000
	500 Northland Drive Sanitary 3020-3042	2023-2024	1 of 3	2.8	\$468,000
	300 S State St Sanitary 1243-1244	2023-2024	2 of 3	3.0	\$84,000
	Dexter, Fuller, and Bailey Wastewater Sewer Lining	2023-2024	3 of 3	3.6	\$100,000
	Escott and Clark Wastewater Sewer Lining	2024-2025	1 of 1	3.6	\$100,000
	N Dekrafft Wastewater Sewer Lining	2025-2026	1 of 1	3.6	\$100,000
Sidewalks	Annual Sidewalk Program	2022-2023	1 of 1	4.4	\$75,000
	Annual Sidewalk Program	2023-2024	1 of 1	4.4	\$75,000
	Annual Sidewalk Program	2024-2025	1 of 1	4.4	\$75,000
	Annual Sidewalk Program	2025-2026	1 of 1	4.4	\$75,000
	Annual Sidewalk Program	2026-2027	1 of 1	4.4	\$75,000
	Annual Sidewalk Program	2027-2028	1 of 1	4.4	\$75,000
Storm Sewer	300 Block Henderson St	2022-2023	1 of 2	3.4	\$30,000
	Darwin Street Reconstruction	2022-2023	2 of 2	3.4	\$49,000
	Division Street (Woodward to Mitchell Creek)	2023-2024	1 of 2	3.4	\$61,020
	Hutchinson Street (Rust Ave to Pool)	2023-2024	2 of 2	3.0	\$84,720
	Woodward Ave (Bailey Dr to Ridgeview) Storm	2024-2025	1 of 2	3.2	\$19,650
	Rose Ave (Fremont St to State St) Storm	2024-2025	2 of 2	3.6	\$11,880
	Woodward Ave Culvert	2025-2026	1 of 3	3.4	\$69,000
	Parkview Village to Washington St Storm	2025-2026	2 of 3	3.2	\$15,400
	Industrial Ball Field to Jackson Storm	2025-2026	3 of 3	3.2	\$96,050
Streets	Maple Street Grant Match	2022-2023	1 of 11	3.8	\$46,000
	Ridgeview Drive Water Main	2022-2023	2 of 11	3.8	\$184,000
	Dexter Ave Water Main Replacement	2022-2023	3 of 11	2.8	\$115,000
	Street Resurfacing - Spring and Chestnut	2022-2023	4 of 11	3.0	\$88,000
	Darwin Street Reconstruction	2022-2023	5 of 11	3.5	\$207,000
	300 Block Henderson St	2022-2023	6 of 11	3.5	\$40,000
	300 Marion Ave	2022-2023	7 of 11	3.0	\$44,200

Table 2 - All Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Streets, Cont.	Mechanic Street	2022-2023	8 of 11	3.4	\$534,200
	Bjornson Street Water Main Replacement	2022-2023	9 of 11	2.8	\$125,300
	Mitchell Creek Court	2022-2023	10 of 11	2.4	\$30,770
	Pipe Storage Pole Barn	2022-2023	11 of 11	1.8	\$60,000
	Woodward Ave Culvert	2023-2024	1 of 3	3.0	\$96,250
	Green Street Watermain	2023-2024	2 of 3	2.8	\$101,000
	Hutchinson Street (Rust Ave to Pool)	2023-2024	3 of 3	2.4	\$96,250
	Michigan and Grand Traverse	2024-2025	1 of 3	3.0	\$120,000
	Rose Ave (Fremont St to State St) Storm	2024-2025	2 of 3	2.8	\$63,875
	Finley Street Water Main Replacement	2024-2025	3 of 3	2.6	\$52,800
	Industrial Ball Field to Jackson Storm	2025-2026	1 of 2	2.4	\$7,000
	Parkview Village to Washington St Storm	2025-2026	1 of 2	2.6	\$56,000
Water Treatment Plant	HMC Fire Pump and Hydro-Pneumatic Tank	2022-2023	1 of 4	3.2	\$130,000
	New Intermediate Pump #2 VFD	2022-2023	2 of 4	2.6	\$15,000
	Repaint Clairfiers	2022-2023	3 of 4	2.8	\$110,000
	WTP SCADA Upgrades	2022-2023	4 of 4	3.2	\$150,000
	WTP Roof Maintenance	2023-2024	1 of 5	2.4	\$100,000
	WTP Garage	2023-2024	2 of 5	2.2	\$30,000
	Bulk Water Fill Station	2023-2024	3 of 5	1.8	\$57,000
	Distribution Valve Replacement	2023-2024	5 of 5	3.4	\$150,000
	Booster Pump at State St	2024-2025	1 of 2	2.6	\$80,000
	Gilbert Drive/205th/Perry Ave Water Main Loop	2026-2027	2 of 2	3.2	\$2,000,000
	Redundant Raw Water Main from Well House to Plant	2027-2028	1 of 1	2.6	\$2,000,000
Water Replacement	Water Service Line Exploration	2022-2023	1 of 9	5.0	\$300,000
	Bailey Drive Utilities	2022-2023	2 of 9	4.2	\$345,000
	Ridgeview Drive Water Main	2022-2023	3 of 9	4.2	\$376,000
	Dexter Ave Water Main Replacement	2022-2023	4 of 9	4.2	\$60,000
	S State St Watermain Replacement	2022-2023	5 of 9	3.8	\$550,000

Table 2 - All Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Water Replacement, Cont.	300 Marion Ave	2022-2023	6 of 9	3.2	\$116,000
	Mechanic Street	2022-2023	7 of 9	3.8	\$93,000
	300 Block Henderson St	2022-2023	8 of 9	3.4	\$70,000
	Darwin Street Reconstruction	2022-2023	9 of 9	3.4	\$223,000
	Water Service Line Exploration	2023-2024	1 of 4	4.8	\$300,000
	Northland Drive Water Main Replacement	2023-2024	2 of 4	3.0	\$35,000
	Fire Hydrant Replacement	2023-2024	3 of 4	2.8	\$40,000
	Bjornson Street Water Main Replacement	2023-2024	4 of 4	3.2	\$305,700
	Water Service Line Exploration	2024-2025	1 of 5	4.8	\$300,000
	Michigan and Grand Traverse	2024-2025	2 of 5	3.4	\$271,200
	Finley Street Water Main Replacement	2024-2025	3 of 5	3.0	\$79,200
	Green Street Watermain	2024-2025	4 of 5	3.2	\$236,520
	205th Ave Water Main Replacement	2024-2025	5 of 5	2.8	\$220,000
	Water Service Line Exploration	2025-2026	1 of 2	4.8	\$300,000
	Fuller Avenue	2025-2026	2 of 2	3.2	\$200,000
	Water Service Line Exploration	2026-2027	1 of 1	4.8	\$300,000
Wastewater Treatment Plant	East Screw Pump Replacement Year 2	2022-2023	1 of 3	4.4	\$250,000
	WWTP SCADA System Upgrade	2022-2023	2 of 3	3.2	\$150,000
	New IPP Sampling and Site Inspection Vehicle	2022-2023	3 of 3	2.2	\$60,000
	Novak Lane Lift Station Replacement	2023-2024	1 of 4	3.0	\$329,000
	WWTP Buildings Exterior Door Replacement	2023-2024	2 of 4	2.2	\$30,000
	Kubota Type Utility Vehicle for On-Site Use	2023-2024	3 of 4	2.0	\$26,000
	New D.O. Equipment for Basins and Digesters	2023-2024	4 of 4	2.8	\$60,000
	Sieve Drum Concentrator and Piping Equipment	2024-2025	1 of 1	3.0	\$602,000
	Vortex Grit Removal System Renovation	2025-2026	1 of 1	2.8	\$460,000
	Turbo Blowers for Aerobic Digesters	2026-2027	1 of 1	3.0	\$600,000
	Aerobic Digester Insulated Covers and Sides	2027-2028	1 of 1	3.0	\$600,000
<b>Total:</b>					<b>\$22,447,325</b>

Table 3 - 2022-2023 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Recommended Funding for 2022/2023
Roben-Hood Airport	100LL Fuel Tank Replacement	2022-2023	1 of 2	1.8	\$82,600
	Taxiway Rehabilitation	2022-2023	2 of 2	3.0	\$11,500
Alleys and Parking Lots	100 Block S Michigan Parking Lot	2022-2024	2 of 3	2.4	\$63,650
DDA	Downtown Twinkle Lights	2022-2023	1 of 2	1.0	\$49,500
Fire Department	Self-Contained Breathing Apparatus (SCBA) Replacement	2022-2023	1 of 2	3.3	\$105,000
Motor Pool	Dump Truck	2022-2023	1 of 2	3.0	\$150,000
	Police Car	2022-2023	2 of 2	3.0	\$45,000
Parks	Hemlock Park Improvement Project	2022-2023	1 of 7	4.6	\$100,000
	Riverwalk Repair	2022-2023	3 of 7	4.6	\$10,000
Police Department	Conducted Energy Weapon Replacement	2022-2023	1 of 3	2.0	\$20,050
	Bodycam Upgrades, Replacment, Storage	2022-2023	2 of 3	2.5	\$11,510
Public Safety Building	UPS System at Public Safety	2022-2023	1 of 2	2.4	\$40,000
Sanitary Sewer	Pine Street Sanitary Sewer	2022-2023	1 of 10	4.5	\$65,000
	100 N State Street Sanitary Sewer	2022-2023	2 of 10	4.0	\$450,000
	Mechanic Street	2022-2023	3 of 10	3.8	\$78,500
	300 Block Henderson St	2022-2023	4 of 10	3.4	\$30,000
	Wastewater Sewer Lining	2022-2023	5 of 10	3.8	\$100,000
Sidewalks	Annual Sidewalk Program	2022-2023	1 of 1	4.4	\$75,000
Storm Sewer	300 Block Henderson St	2022-2023	1 of 2	3.4	\$30,000
	Darwin Street Reconstruction	2022-2023	2 of 2	3.4	\$49,000
Streets	Maple Street Grant Match	2022-2023	1 of 11	3.8	\$46,000
	Ridgeview Drive Water Main	2022-2023	2 of 11	3.8	\$184,000
	Dexter Ave Water Main Replacement	2022-2023	3 of 11	2.8	\$115,000
	Street Resurfacing - Spring and Chestnut	2022-2023	4 of 11	3.0	\$88,000

Table 3 - 2022-2023 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Recommended Funding for 2022/2023
Water Treatment Plant	HMC Fire Pump and Hydro-Pneumatic Tank	2022-2023	1 of 4	3.2	\$130,000
	New Intermediate Pump #2 VFD	2022-2023	2 of 4	2.6	\$15,000
	Repaint Clairfiers	2022-2023	3 of 4	2.8	\$110,000
Water Replacement	Water Service Line Exploration	2022-2023	1 of 9	5.0	\$100,000
	Bailey Drive Utilities	2022-2023	2 of 9	4.2	\$345,000
	Ridgeview Drive Water Main	2022-2023	3 of 9	4.2	\$367,000
	Dexter Ave Water Main Replacement	2022-2023	4 of 9	4.2	\$60,000
<b>Total:</b>					<b>\$3,126,310</b>

Table 4 - 2023-2024 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Roben-Hood Airport	New 4 Bay Hangar	2023-2024	1 of 1	1.3	\$400,000
Alleys and Parking Lots	Hemlock Park Parking Lot	2022-2023	1 of 3	2.8	\$38,200
	100 Block N Michigan Parking Lot	2022-2025	3 of 3	2.6	\$85,770
	200 Block N Michigan Parking Lot	2023-2024	1 of 2	2.6	\$37,500
	100 Block S Warren Parking Lot	2023-2024	2 of 2	2.2	\$71,600
City Hall	New Entry Door and Stairs in DPW	2022-2023	1 of 1	0.8	\$25,000
Library	RFID Conversion & Self-Checkout	2022-2023	1 of 1	2.0	\$68,820
	RFID Conversion & Self-Checkout	2023-2024	1 of 1	2.0	\$68,820
Community Development	Master Plan Update	2023-2024	1 of 1	3.0	\$40,000
DDA	Downtown Signs	2022-2023	2 of 2	2.0	\$22,000
Fire Department	Engine 4 Replacement	2022-2023	2 of 2	3.0	\$200,000
	Fire Hose Replacement	2023-2024	1 of 2	2.8	\$30,000
	Engine 4 Replacement	2023-2024	2 of 2	3.0	\$200,000
Motor Pool	Dump Truck	2023-2024	1 of 1	3.0	\$150,000
Parks	Depot Park Trailhead Development	2022-2023	2 of 7	4.2	\$300,000
	Pool Showers Fixed and Updated	2022-2023	4 of 7	2.0	\$30,000
	Riverwalk Lighting and Steps	2022-2023	5 of 7	3.2	\$45,000
	Playscape Update Year 1	2022-2023	6 of 7	4.4	\$126,250
	Softball Field Lighting Year 2	2022-2023	7 of 7	2.6	\$121,500
	Northend Park Restrooms	2023-2024	1 of 6	3.4	\$37,500
	Hemlock Park Shelter Renovation Year 1	2023-2024	2 of 6	4.2	\$89,000
	Riverwalk Repair	2023-2024	3 of 6	4.6	\$10,000
	Compost Site Year 1	2023-2024	4 of 6	2.8	\$66,000
	Playscape Update Year 2	2023-2024	5 of 6	4.4	\$126,250



Table 4 - 2023-2024 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
	Pool Deck Improvements	2023-2024	6 of 6	2.2	\$30,000
Police Department	Firearms Trailer	2022-2023	3 of 3	1.5	\$23,325
	E-Citations	2023-2024	1 of 1	1.8	\$11,025
Public Safety Building	LED Digital Sign/Message Board	2022-2023	2 of 2	1.4	\$36,450
	Upgrade Gym Equipment Year 1	2023-2024	1 of 2	1.0	\$7,500
	Public Safety Parking Lot Repairs	2023-2024	2 of 2	1.2	\$85,000
Sanitary Sewer	Bailey Drive Utilities	2022-2023	6 of 10	3.4	\$221,500
	300 Marion Ave	2022-2023	7 of 10	3.4	\$121,000
	Darwin Street Reconstruction	2022-2023	8 of 10	3.4	\$49,000
	200 S State Sanitary 1245-1250	2022-2023	9 of 10	3.0	\$66,000
	Bailey Drive Wastewater Sewer Lining	2022-2023	10 of 10	3.6	\$100,000
	500 Northland Drive Sanitary 3020-3042	2023-2024	1 of 3	2.8	\$468,000
	300 S State St Sanitary 1243-1244	2023-2024	2 of 3	3.0	\$84,000
	Dexter, Fuller, and Bailey Wastewater Sewer Lining	2023-2024	3 of 3	3.6	\$100,000
Sidewalks	Annual Sidewalk Program	2023-2024	1 of 1	4.4	\$75,000
Storm Sewer	Division Street (Woodward to Mitchell Creek)	2023-2024	1 of 2	3.4	\$61,020
	Hutchinson Street (Rust Ave to Pool)	2023-2024	2 of 2	3.0	\$84,720
Streets	Darwin Street Reconstruction	2022-2023	5 of 11	3.5	\$207,000
	300 Block Henderson St	2022-2023	6 of 11	3.5	\$40,000
	300 Marion Ave	2022-2023	7 of 11	3.0	\$44,200
	Mechanic Street	2022-2023	8 of 11	3.4	\$534,200
	Bjornson Street Water Main Replacement	2022-2023	9 of 11	2.8	\$125,300
	Mitchell Creek Court	2022-2023	10 of 11	2.4	\$30,770
	Pipe Storage Pole Barn	2022-2023	11 of 11	1.8	\$60,000
	Woodward Ave Culvert	2023-2024	1 of 3	3.0	\$96,250
	Green Street Watermain	2023-2024	2 of 3	2.8	\$101,000
	Hutchinson Street (Rust Ave to Pool)	2023-2024	3 of 3	2.4	\$96,250



Table 4 - 2023-2024 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Water Treatment Plant	WTP SCADA Upgrades	2022-2023	4 of 4	3.2	\$150,000
	WTP Roof Maintenance	2023-2024	1 of 5	2.4	\$100,000
	WTP Garage	2023-2024	2 of 5	2.2	\$30,000
	Bulk Water Fill Station	2023-2024	3 of 5	1.8	\$57,000
	Distribution Valve Replacement	2023-2024	5 of 5	3.4	\$150,000
Water Replacement	S State St Watermain Replacement	2022-2023	5 of 9	3.8	\$550,000
	300 Marion Ave	2022-2023	6 of 9	3.2	\$116,000
	Mechanic Street	2022-2023	7 of 9	3.8	\$93,000
	300 Block Henderson St	2022-2023	8 of 9	3.4	\$70,000
	Darwin Street Reconstruction	2022-2023	9 of 9	3.4	\$223,000
	Water Service Line Exploration	2023-2024	1 of 4	4.8	\$300,000
	Northland Drive Water Main Replacement	2023-2024	2 of 4	3.0	\$35,000
	Fire Hydrant Replacement	2023-2024	3 of 4	2.8	\$40,000
	Bjornson Street Water Main Replacement	2023-2024	4 of 4	3.2	\$305,700
Wastewater Treatment Plant	East Screw Pump Replacement Year 2	2022-2023	1 of 3	4.4	\$250,000
	WWTP SCADA System Upgrade	2022-2023	2 of 3	3.2	\$150,000
	New IPP Sampling and Site Inspection Vehicle	2022-2023	3 of 3	2.2	\$60,000
	Novak Lane Lift Station Replacement	2023-2024	1 of 4	3.0	\$329,000
	WWTP Buildings Exterior Door Replacement	2023-2024	2 of 4	2.2	\$30,000
	Kubota Type Utility Vehicle for On-Site Use	2023-2024	3 of 4	2.0	\$26,000
	New D.O. Equipment for Basins and Digesters	2023-2024	4 of 4	2.8	\$60,000
				<b>Total:</b>	<b>\$4,459,670</b>

Table 5 - 2024-2025 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Alleys and Parking Lots	Mitchell Creek Court	2024-2025	1 of 1	2.4	\$30,770
Community Development	Hillcrest School Acquisition	2024-2025	1 of 1	2.3	\$47,000
Fire Department	Extrication Equipment	2024-2025	1 of 1	2.0	\$40,000
Motor Pool	Maintenance Truck	2024-2025	1 of 2	2.8	\$50,000
	Dump Truck	2024-2025	2 of 2	3.0	\$150,000
Parks	Hemlock Park Shelter Renovation Year 2	2024-2025	1 of 4	4.2	\$89,000
	Riverwalk Repair	2024-2025	2 of 4	4.6	\$10,000
	Compost Site Year 2	2024-2025	3 of 4	2.8	\$66,000
	Playscape Update Year 3	2024-2025	4 of 4	4.4	\$126,250
Police Department	Simunitions	2024-2025	1 of 1	1.8	\$13,000
Public Safety Building	CIP Floor Cleaning & Scrubber	2024-2025	1 of 3	0.8	\$8,500
	Upgrade Gym Equipment Year 2	2024-2025	2 of 3	1.0	\$7,500
	Community Room Technology Upgrades	2024-2025	3 of 3	2.6	\$22,000
Sanitary Sewer	Escott and Clark Wastewater Sewer Lining	2024-2025	1 of 1	3.6	\$100,000
Sidewalks	Annual Sidewalk Program	2024-2025	1 of 1	4.4	\$75,000
Storm Sewer	Woodward Ave (Bailey Dr to Ridgeview) Storm	2024-2025	1 of 2	3.2	\$19,650
	Rose Ave (Fremont St to State St) Storm	2024-2025	2 of 2	3.6	\$11,880
Streets	Michigan and Grand Traverse	2024-2025	1 of 3	3.0	\$120,000
	Rose Ave (Fremont St to State St) Storm	2024-2025	2 of 3	2.8	\$63,875
	Finley Street Water Main Replacement	2024-2025	3 of 3	2.6	\$52,800

Table 5 - 2024-2025 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Water Treatment Plant	Booster Pump at State St	2024-2025	1 of 2	2.6	\$80,000
Water Replacement	Water Service Line Exploration	2024-2025	1 of 5	4.8	\$300,000
	Michigan and Grand Traverse	2024-2025	2 of 5	3.4	\$271,200
	Finley Street Water Main Replacement	2024-2025	3 of 5	3.0	\$79,200
	Green Street Watermain	2024-2025	4 of 5	3.2	\$236,520
	205th Ave Water Main Replacement	2024-2025	5 of 5	2.8	\$220,000
Wastewater Treatment Plant	Sieve Drum Concentrator and Piping Equipment	2024-2025	1 of 1	3.0	\$602,000
<b>Total:</b>					<b>\$2,892,145</b>

Table 6 - 2023-2024 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Roben-Hood Airport	Ramp/Apron Rehabilitation	2025-2026	1 of 1	3.3	\$44,000
Fire Department	IT Improvements	2025-2026	1 of 1	2.3	\$12,000
Motor Pool	Blacktop Roller	2025-2026	1 of 3	2.8	\$60,000
	Police Car	2025-2026	2 of 3	3.0	\$45,000
	Wood Chipper	2025-2026	3 of 3	2.6	\$85,000
Parks	Riverwalk Repair	2025-2026	2 of 2	4.6	\$10,000
Public Safety Building	Exterior Lighting for Additional Security	2025-2026	1 of 1	2.0	\$13,000
Sanitary Sewer	N Dekrafft Wastewater Sewer Lining	2025-2026	1 of 1	3.6	\$100,000
Sidewalks	Annual Sidewalk Program	2025-2026	1 of 1	4.4	\$75,000
Storm Sewer	Woodward Ave Culvert	2025-2026	1 of 3	3.4	\$69,000
	Parkview Village to Washington St Storm	2025-2026	2 of 3	3.2	\$15,400
	Industrial Ball Field to Jackson Storm	2025-2026	3 of 3	3.2	\$96,050
Streets	Industrial Ball Field to Jackson Storm	2025-2026	1 of 2	2.4	\$7,000
	Parkview Village to Washington St Storm	2025-2026	1 of 2	2.6	\$56,000
Water Replacement	Water Service Line Exploration	2025-2026	1 of 2	4.8	\$300,000
	Fuller Avenue	2025-2026	2 of 2	3.2	\$200,000
Wastewater Treatment Plant	Vortex Grit Removal System Renovation	2025-2026	1 of 1	2.8	\$460,000
<b>Total:</b>					<b>\$1,647,450</b>

Table 7 - 2026-2027 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Fire Department	Fire Hose Replacement	2026-2027	1 of 1	2.8	\$30,000
Motor Pool	Two Police Cars	2026-2027	1 of 3	3.0	\$100,000
	Engineering Truck	2026-2027	2 of 3	2.8	\$50,000
	Maintenance Van	2026-2027	3 of 3	3.0	\$65,000
Parks	Riverwalk Repair	2026-2027	1 of 1	4.6	\$10,000
Sidewalks	Annual Sidewalk Program	2026-2027	1 of 1	4.4	\$75,000
Water Treatment Plant	Gilbert Drive/205th/Perry Ave Water Main Loop	2026-2027	2 of 2	3.2	\$2,000,000
Water Replacement	Water Service Line Exploration	2026-2027	1 of 1	4.8	\$300,000
Wastewater Treatment Plant	Turbo Blowers for Aerobic Digesters	2026-2027	1 of 1	3.0	\$600,000
<b>Total:</b>					<b>\$3,230,000</b>

Table 8 - 2027-2028 Projects

Department	Project Title	Funding Year(s)	Department Priority	Average Score	Estimated Cost
Roben-Hood Airport	Parallel Taxiway Construction	2027-2028	1 of 1	2.5	\$86,000
Fire Department	Individual Thermal Imagers	2027-2028	1 of 1	2.5	\$10,000
Parks	Riverwalk Repair	2027-2028	1 of 1	4.6	\$10,000
Sidewalks	Annual Sidewalk Program	2027-2028	1 of 1	4.4	\$75,000
Water Treatment Plant	Redundant Raw Water Main from Well House to Plant	2027-2028	1 of 1	2.6	\$2,000,000
Wastewater Treatment Plant	Aerobic Digester Insulated Covers and Sides	2027-2028	1 of 1	3.0	\$600,000
<b>Total:</b>					<b>\$2,781,000</b>

## Appendix A – Project Details

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All projects included in the Capital Improvements Program were submitted by City departments using the Project Request Form. These forms give more detail about the projects considered when compiling the 2022-2028 Capital Improvements Program for the City of Big Rapids.