

## CITY OF ALLEGAN CAPITAL IMPROVEMENTS PLAN

### **Introduction**

The City of Allegan Capital Improvements Plan, 2015-2021 (CIP) identifies the major investments in capital facilities that the City plans to make in the next six (6) years. “Capital facilities” are physical facilities of the City that have a relatively high cost and a long lifespan. Capital facility expenditures are generally “one time” expenditures on acquisition, construction or major improvements to land or a physical facility and are not annually occurring operating expenses. Examples of capital facilities include City buildings, streets, parks, public water and sewer systems and vehicles and other major equipment. Facilities used by other jurisdictions for which the City participates in financing may also be considered within the scope of the capital improvements plan. Examples of these types of facilities include fire stations with the Township and libraries with the District Library for the purposes of this plan, the acquisition or improvement of a physical asset with a cost of \$5,000 or more is included in the Plan.

There are a number of City prepared planning documents that include multi-year expenditure blueprints for specific types of capital facilities, such as the “Action Plan” contained in the Parks, Recreation and Open Space Plan, the City’s Non-Motorized Plan, the DDA Development Plan and the Water System Reliability Study. In addition, some specific City sites, such as the riverfront, have individual plans that have been prepared to guide development of these sites. The CIP brings all of these various capital expenditure plans for specific program areas into a single comprehensive document that addresses the full range of capital facilities in the City.

The annual preparation of a Capital Improvements Plan by the City is required under the provisions of the Michigan Planning Enabling Act (Act 33 of 2008). Section 65 of the Act states that “a planning commission, after adoption of a master plan, shall annually prepare a capital improvements program of public structures and improvements.” The Act further states that “the capital improvements program shall show those public structures and improvements, in the general order of their priority, that in the commission’s judgment will be needed or desirable and can be undertaken within the ensuing 6 year period.

## **Benefits and Uses of a Capital Improvements Plan**

Few communities have the fiscal resources to afford every new community facility or improvements it desires. Since facility needs and wants exceed the financial resources available, choices must be made among competing community project needs. The preparation of a CIP provides a systematic approach to identifying capital project needs and selecting those to be implemented, which helps ensure that public funds are used in the most cost-effective manner.

The preparation of a CIP also provides the following benefits to the community:

- It promotes coordination and continuity in budgeting over several years.
- The process of preparing a CIP helps decision-makers relate capital spending to achievement of adopted community goals.
- Preparing a CIP involves a process in which capital projects of different types are evaluated and prioritized; helps ensure that financial resources are devoted to most important needs first.
- Preparing a CIP helps ensure that funds are set aside for eventual replacement or major rehabilitation of facilities with a limited useful lifespan.
- Preparing and following a CIP helps avoid a “squeaky wheel” approach to deciding which projects get funded.

## **Overview of Process for Development of the CIP**

The preparation of this Plan has been a team effort involving the elected City Council, City Manager, Department Supervisors, and the Planning Commission, with data collection and analysis, meeting coordination and plan drafting responsibilities carried out by the City staff. The preparation of a draft Plan for consideration by the full Planning Commission was overseen by the City Public Works Committee.

The process of preparing the plan was initiated in October 2013, with communication with City Department Supervisor for the purpose of requesting potential projects for consideration in the plan. In addition, the Finance Department completed an analysis of historic revenues and expenditures in each of the City’s major funds, as well as projections of future revenues and operating expenditures, in order to produce estimates of the amount of funding available for capital projects for each year of the CIP, in each of the major fund categories.

The Public Works Committee reviewed the project requests and the analysis of funding availability in January, 2015 and reviewed and revised the draft list of project contained in the CIP in April, 2015, before referring the draft CIP to the Planning Commission for review in July. The entire draft CIP document was made available in July for review by the public on the “Plans and Reports” section of the City’s website.

The Planning Commission held a public hearing on the proposed plan at its August 17, 2015 meeting. Following the public hearing, the Commission approved the plan and forwarded it to the City Council for review and adoption.

The City Council reviewed and approved the Plan on August 24, 2015.

### **Assessment of Local Funding Available for Capital Improvements**

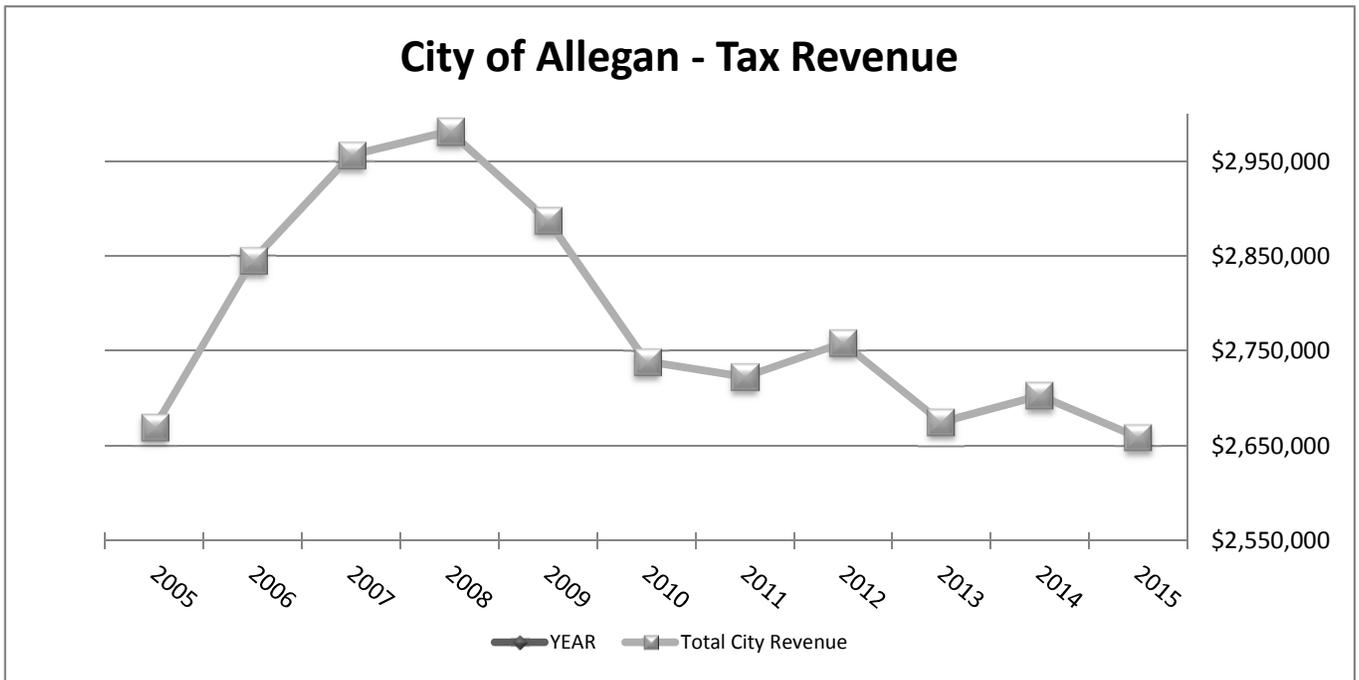
To be most useful as a guide and a financial planning tool for the future, the 6-year CIP should be based upon a realistic expectation of future funding available for capital expenditures. Unless likely funding availability is taken into consideration, the value of the CIP as a planning tool is seriously diminished, and it becomes more of a project “wish list” than a true roadmap for future capital investments. To develop projections of future funding, historical trends in the City’s property tax collection, State City, Village, and Township Revenue Sharing (CVTRS), State Gas Tax, water and sanitary sewer collections, other service charges, and capital improvement bonds.

The main funding source for the majority of the City of Allegan Capital Improvements is the property taxes. Property taxes are based on both real and personal property taxes, which is derived by the value of property, as determined by the City Assessor, and State Statute. Annual increases in collectable taxable value of property are limited by law to no greater than the overall rate of inflation. The historical data shows that from 2003 to 2008, the property values in the community rose from \$2,390,907 to \$2,979,638, but from 2009 to 2015 has fallen from \$2,885,984 to \$2,656,555. The City is anticipating stabilized tax revenue and is predicted to gradually rise in the next five years at approximately 1-2% annually.

**CITY OF ALLEGAN  
HISTORICAL RATES**

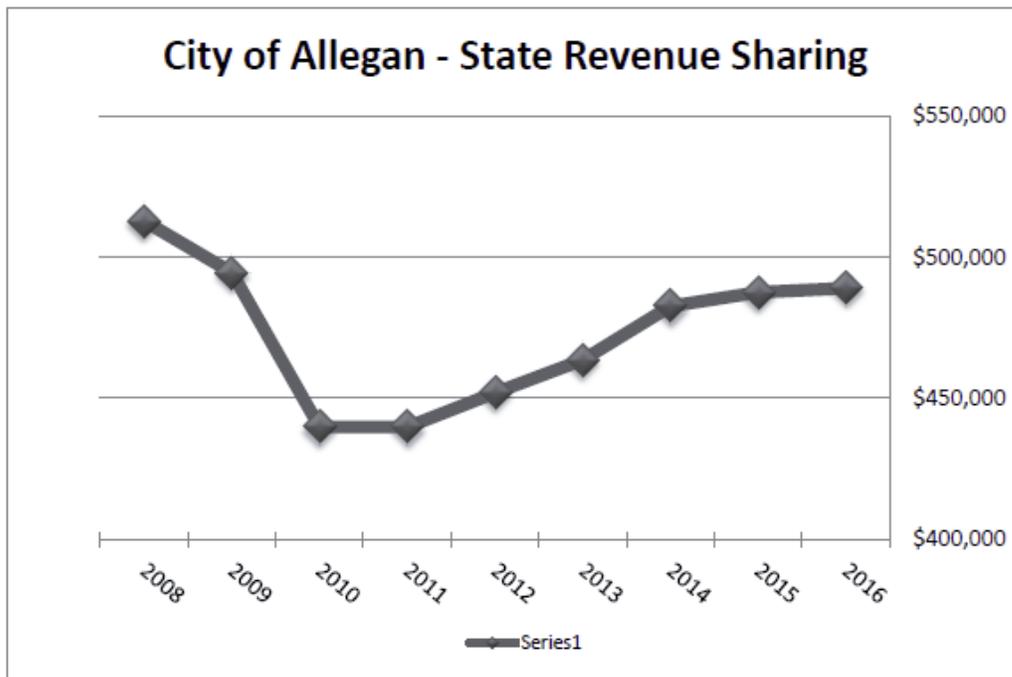
City Of Allegan MILLAGE RATES (All Units)									
YEAR	EDUCATION	NON HOMESTEAD	SCHOOL DEBT	ISD	CITY	CITY LIBRARY	COUNTY	TOTAL HOMESTEAD	TOTAL NON-HOMESTEAD
2015	6.00000	18.00000	7.55000	4.12170	16.48840	0.85000	6.09370	41.10380	59.10380
2014	6.00000	18.00000	7.55000	4.12170	16.48840	0.85000	6.09370	41.10380	59.10380
2013	6.00000	18.00000	7.55000	4.12170	16.48840	0.85000	5.89770	40.90780	58.90780
2012	6.00000	18.00000	7.55000	4.12170	16.48840	0.85000	5.89740	40.90750	58.90750
2011	6.00000	18.00000	7.55000	4.12170	16.48840	0.85000	5.89740	40.90750	58.90750
2010	6.00000	18.00000	7.55000	4.12170	16.48840	2.28590	5.89740	42.34340	60.34340
2009	6.00000	18.00000	7.55000	4.12170	16.48840	1.43590	5.89740	41.49340	59.49340
2008	6.00000	18.00000	7.55000	4.12170	16.48840	1.43590	5.89740	41.49340	59.49340
2007	6.00000	18.00000	7.55000	4.12170	16.48840	1.43590	5.89740	41.49340	59.49340
2006	6.00000	18.00000	7.55000	4.12170	16.48840	1.43590	5.86860	41.46460	59.46460
2005	6.00000	17.01680	7.55000	4.12980	16.48840	1.43590	5.65920	41.26330	58.28010

City Of Allegan AD VALOREM Role				City Of Allegan IFT Role			City Tax Revenue		
YEAR	ASSESSED VALUE	TAXABLE VALUE	City Revenue	ASSESSED VALUE	TAXABLE VALUE	City Revenue	YEAR	Total City Revenue	% Change
2015	\$ 153,592,700	\$ 152,113,468	\$ 2,508,108	\$ 18,137,500	\$ 18,006,246	\$ 148,447	2015	\$ 2,656,555	-1.63%
2014	\$ 157,667,400	\$ 155,271,254	\$ 2,560,175	\$ 17,264,000	\$ 17,023,297	\$ 140,343	2014	\$ 2,700,518	1.03%
2013	\$ 155,016,800	\$ 153,748,957	\$ 2,535,074	\$ 16,724,500	\$ 16,722,772	\$ 137,866	2013	\$ 2,672,940	-3.03%
2012	\$ 161,281,200	\$ 159,794,095	\$ 2,634,749	\$ 14,754,300	\$ 14,752,649	\$ 121,624	2012	\$ 2,756,373	1.32%
2011	\$ 160,729,000	\$ 157,846,237	\$ 2,602,632	\$ 14,284,600	\$ 14,280,828	\$ 117,734	2011	\$ 2,720,366	-0.60%
2010	\$ 163,597,800	\$ 159,313,344	\$ 2,626,822	\$ 13,352,900	\$ 13,347,334	\$ 110,038	2010	\$ 2,736,860	-5.17%
2009	\$ 173,677,100	\$ 165,600,653	\$ 2,730,490	\$ 18,893,300	\$ 18,861,089	\$ 155,495	2009	\$ 2,885,984	-3.14%
2008	\$ 188,232,600	\$ 170,636,321	\$ 2,813,520	\$ 20,190,600	\$ 20,149,670	\$ 166,118	2008	\$ 2,979,638	0.85%
2007	\$ 191,910,850	\$ 168,091,954	\$ 2,771,567	\$ 22,336,600	\$ 22,199,637	\$ 183,018	2007	\$ 2,954,586	3.91%
2006	\$ 182,648,380	\$ 159,796,243	\$ 2,634,784	\$ 25,360,400	\$ 25,293,762	\$ 208,527	2006	\$ 2,843,311	6.60%
2005	\$ 164,365,800	\$ 142,584,135	\$ 2,350,984	\$ 40,520,600	\$ 38,375,462	\$ 316,375	2005	\$ 2,667,359	3.26%



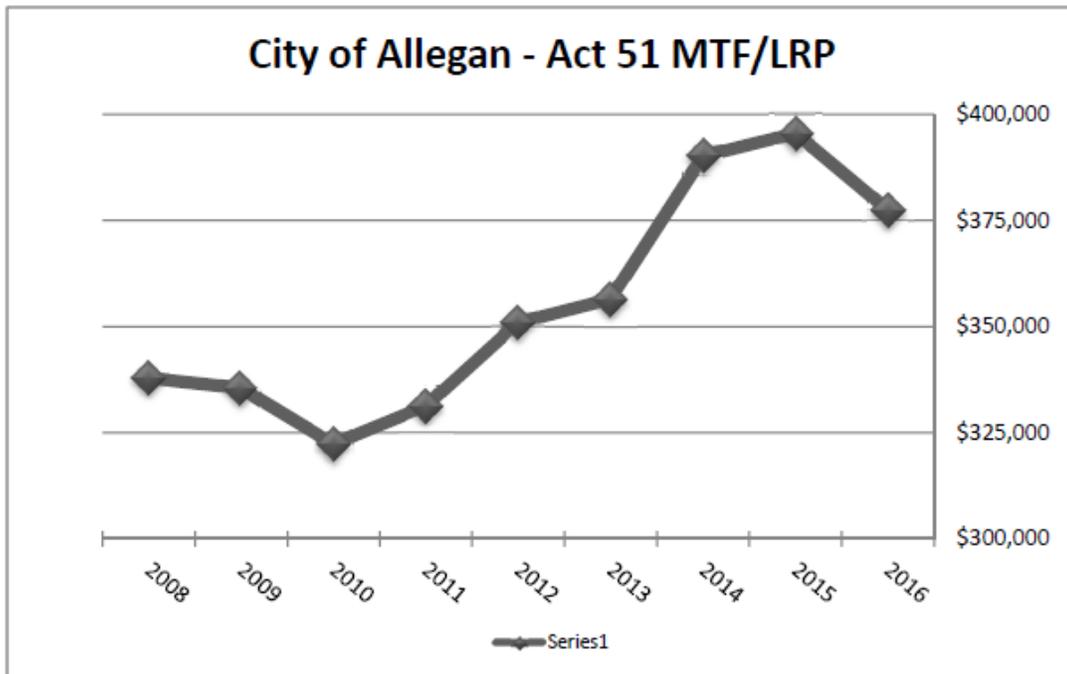
The State in the past has provided the City State revenue sharing, which is a portion of the income tax collected. The fund decrease from \$512,852 in 2008 to \$439,849 in 2010. At this point, the State converted the program to the Economic Vitality Improvement Program (EVIP). This funding source is provided to municipalities in the State based on three benchmarks, Transparency, Collaboration, and Employee Benefit Modification. Since 2010, the State has provided \$439,849 and in 2013 the city was provided \$463,636. Since the EVIP program was initiated, the City has met the State Standard and received the maximum amount based on the State formula. In 2014, the State established the City, Village, Township Revenue Sharing (CVTRS) program (a simplified version of the EVIP). It requires the City to meet all the requirements of Accountability and Transparency only; eliminating the requirement for a Consolidation of Services Plan and an Unfunded Accrued Liability Plan. The City has also met this new State standard and received \$482,617 in 2014.

YEAR	Constitutional	State Revenue Sharing-EVIP	City Revenue	% Change
2016	\$ 375,000	\$ 114,000	\$ 489,000	0.30%
2015	\$ 374,631	\$ 112,912	\$ 487,543	1.02%
2014	\$ 371,677	\$ 110,940	\$ 482,617	4.09%
2013	\$ 357,796	\$ 105,840	\$ 463,636	2.57%
2012	\$ 353,231	\$ 98,784	\$ 452,015	2.77%
2011	\$ 333,598	\$ 106,251	\$ 439,849	0.00%
2010	\$ 292,489	\$ 147,360	\$ 439,849	-11.06%
2009	\$ 303,525	\$ 191,021	\$ 494,546	-3.57%
2008	\$ 321,831	\$ 191,021	\$ 512,852	-0.29%



The State of Michigan collects gas tax through the sale of fuel, and the City receives a portion. With a static formula based on gallons sold, this source has been reduced to primarily an operations fund, which simply maintains the streets at a very basic level. The Governor has made proposals to increase the amount of taxes which are generated to invest in streets, and the legislature has rerouted State general fund to the formula, but much more needs to be done to keep up with the conditions. To fulfill the City's Capital Improvement Plan, the Michigan Department of Transportation Small Urban Grant is anticipated in the amount of \$142,800 for the River Street and Hooker Road improvements.

YEAR	Major Streets G&W	Major Streets LRP	Major Streets	Local Streets G&W	Local Streets LRP	Local Streets	Total Revenue	% Change	
*Est 2016	\$ 265,000	\$ 9,200	\$ 274,200	\$ 100,000	\$ 3,200	\$ 103,200	\$ 377,400	-4.60%	*Est
*Est 2015	\$ 260,000	\$ 9,200	\$ 269,200	\$ 122,888	\$ 3,500	\$ 126,388	\$ 395,588	1.39%	*Est
2014	\$ 264,291	\$ 9,184	\$ 273,475	\$ 113,540	\$ 3,156	\$ 116,696	\$ 390,171	9.44%	
2013	\$ 256,218	\$ 9,196	\$ 265,414	\$ 87,936	\$ 3,156	\$ 91,093	\$ 356,506	1.59%	
2012	\$ 252,093	\$ 9,108	\$ 261,201	\$ 86,606	\$ 3,129	\$ 89,735	\$ 350,936	5.95%	
2011	\$ 236,466	\$ 8,658	\$ 245,124	\$ 81,721	\$ 4,397	\$ 86,118	\$ 331,242	2.77%	
2010	\$ 229,432	\$ 8,533	\$ 237,965	\$ 81,328	\$ 3,025	\$ 84,353	\$ 322,318	-3.92%	
2009	\$ 242,879	\$ 8,879	\$ 251,757	\$ 80,758	\$ 2,952	\$ 83,710	\$ 335,468	-0.69%	
2008	\$ 238,943	\$ 8,405	\$ 247,349	\$ 87,389	\$ 3,074	\$ 90,463	\$ 337,812	-1.92%	



The City of Allegan has been very attentive to increasing water and sanitary sewer rates over the last five years to invest in capital projects. As a result, the City has invested over \$20.0 Million in building and reconstructing the Water Treatment Plant and Waste Water Treatment Plant, to assure efficient and environmental performance of the utility. This included utilizing State bonds for competitive interest rates to enhance these investments. The rate increases have also allowed the City to maintain a healthy fund balances and allow for investment in the distribution and collection systems. Rates are evaluated annually to assure the revenue projections meet the identified operational and capital needs of the systems.

The City has a diverse array of services, including parks, auditoriums, airport, and facilities. Many of these services are supported by service fees and grants. In order to continue to invest in major repairs and enhancements, annual fees reviews are evaluated to assure proper grant matches are available. Also, the voters approved through an election a Sinking Fund authorization of up to \$500,000 to invest in the riverfront plan. Utilizing this as a grant match, funding through the Michigan Department of Natural Resources, Michigan Department of Transportation, private foundation, and Downtown Development Authority, will complete major improvements in this area.

The City has utilized capital improvement bonds in the past in order to fund major street projects. In many cases, these bonds have enhanced grant funding opportunities and allowed the City to fully utilize the Street Asset Inventory to save in maintenance costs over the long run. The City is anticipating the payoff of a major bond in 2019, and intends to support the balance of the street projects identified in the Capital Improvement Program by another bond issue.

In developing the CIP, the following major assumptions were made regarding future City revenues and expenditures:

1. After FY 2015-16, 1-2% per year annual growth in total taxable value is assumed.
2. City, Village, and Township Revenue Sharing (CVTRS) (Formerly State Economic Vitality Improvement program or State Revenue Sharing) is projected to increase at least 2% annually based on the forecast from the State of Michigan.
3. The City of Allegan non-capital expenditures (basic operating expenditures) are projected to increase by 2-3% per year.
4. An additional assumption made in preparing the CIP is that the City will expend some of its undesignated general fund reserves on capital projects within the next 6 years. As of the end of FY 2013-2014, the City's undesignated general fund reserves were over \$1.0 million, which is approximately 25% of the year's general fund operating.

### **Project Evaluation Criteria:**

In order to compare the relative merits and priority of project requests for consideration in the CIP, the following criteria were used by the CIP Committee in evaluating projects for inclusion in the Plan:

- Whether the project is mandated by State or Federal law or regulation.
- Whether the project addresses an immediate threat to public health and/or safety.
- Whether the project replaces or rehabilitates an existing deteriorated facility.
- Whether the time of the project is coordinated with another project, thereby achieving cost efficiencies or reductions through project coordination.
- Whether the project advances adopted community goals and policies contained in a document such as the City's Master Plan, Parks, Recreation and Open Space Plan, site specific Master Plan, adopted Utility Plan or other adopted policy document.
- Whether completion of the project will result in a reduction in annual operation and maintenance costs.
- Whether the project promotes economic development and job creation in the community.

### **Priority Projects and Criteria for the next Six Years**

The following summary outlines the six year capital plan expenditure. Projects have been prioritized from the above criteria and justified through reports on the city website [www.cityofallegan.org](http://www.cityofallegan.org) under "Plans and Reports. These plans include the

- Street Surface Rating Study
- Water System Reliability Study
- Non-Motorized Transportation Plan
- Riverfront Development Plan
- Wastewater Treatment Plant Plan
- Airport Capital Improvement Plan
- Parks Master Plan
- Safe Routes to School Plan
- Motor Vehicle Pool Plan

The total expenditures projected in the City of Allegan Capital Improvement Program totals \$7,285,989 over the next six years. The projects will be evaluated ever year and adjusted, based on the conditions outlined in the document.

## **City of Allegan 2015/16 Capital Improvement Program Project Narrative**

The following is a written narrative regarding the projects scheduled through the City of Allegan 2015/16 Capital Improvement Program:

### **Building and Grounds - Fish Habitat Study**

The City owns a dam on the Kalamazoo River in order to create the riverfront and potentially produce electricity. The dam limits fish passage along the river. The City plans to apply for a grant to study potential locations for enhanced fish habitat and passage through the Mill District. The project is projected to cost \$70,000, with \$59,500 through a Michigan Department of Natural Resources Grant, \$7,500 through General Fund, and \$3,000 through the Downtown Development Authority.

### **Police - Uniforms and Equipment**

The City has a full service police force, which requires proper equipment to maintain professional standards. The City plans to purchase uniforms and Tasers for each officer, as part of a rotation. The cost of the uniforms is estimated at \$5,000 and the Tasers are \$6,000, and will be purchased from the General Fund.

### **Griswold – Garden Level Improvements**

The City recently adopted a Griswold Business Plan to provide for a balanced approach to community use and revenue enhancement. One of the approaches included promoting the facility for more weddings. To enhance this approach, the City plans to improve the garden level with a variety of improvements, including window dressings, decorative lighting, washing machines for linens, and other amenities. The cost of these improvements is estimated at \$15,000, and will be purchased from the General Fund.

### **Griswold – Sound/Light/Stage Improvements**

The City recently adopted a Griswold Business Plan to provide for a balanced approach to community use and revenue enhancement. One of the approaches included promoting the facility for more entertainment. To enhance this approach, the City plans to improve the ability for individuals to utilize sound and lighting to enhance the performances. The cost of these improvements is estimated at \$10,000, and will be purchased from the General Fund.

### **Parks - Riverfront Improvements**

The City has identified improvements to the riverfront as a primary project. The voters approved a sinking fund initiative in the amount of \$500,000 in 2013, to implement the plan. The City is researching and applying for a number of grants, utilizing the \$500,000 as the match. Presently, the City is in the process of building the amphitheater/green space, and the kayak launch, as part of the project. The City is anticipating grants to improve the parking area and establish restrooms. This will require additional contributions from the General Fund and DDA. The entire project is scheduled to be completed in one to three years.

### **Major Street, Local Street, Sanitary Collection, WWTP - Sewer Asset Plan**

The City is conducting a comprehensive asset review of the storm system, sanitary collection system, and the Waste Water Treatment Plant. The City anticipates the project will cost \$1,044,118, with the Storm Sewer contribution for the Major and Local Streets being \$30,203, and the Sanitary Sewer Fund contribution for the Collection System and Waste Water Treatment Plant being \$74,200. The project is anticipated to be completed in the next two years.

### **Major Street - Hooker Road Trail**

The City plans to construct a pedestrian trail on Hooker Road (Bond Street) from Sixth Street to 29<sup>th</sup> Street in Allegan Township. The project is estimated to cost \$300,000, with \$200,000 from a contribution from Bridgeport Apartments, \$70,000 from the Perrigo Company, \$30,000 from the City.

### **Major Street - Ely Street Chip and Seal**

The City plans to chip and seal Ely Street in order to protect the surface and slow down deterioration. The project is estimated to cost \$70,000. This process is part of an asset management program as endorsed by the Michigan Department of Transportation.

### **Local Street – Lake Street and Ida Street**

The City plans to chip and seal Lake and Ida Streets in order to protect the surface and slow down deterioration. The project is estimated to cost \$25,000. This process is part of an asset management program as endorsed by the Michigan Department of Transportation.

### **Waste Water Treatment Plant – Zero Turn Mower**

The City plans to purchase a zero turn mower in order to professionally mow lawns. These lawns include the Waste Water Treatment plant properties as well as the lift stations. The WWTP crew has expanded their mowing operation in recent years and requires this equipment to maintain this routine. The cost of the equipment is estimated at \$10,000.

### **Waste Water Treatment Plant - Bio-Solids Study**

The City is evaluating the process of disposal of solids from the waste water treatment system. Presently we utilize farm fertilization as the main technique. With the amount of solids being produced, limited farm fields available, modern techniques available, and the opportunities to have these solids contribute to the composting stream, we are evaluating equipment that will provide additional disposal techniques. The estimated cost of the evaluation and testing is \$20,000.

### **Waste Water Collection – Riverview Park/Riverside Sewer Repairs**

The City plans to replace the sanitary sewer in the Riverview Park and Riverside neighborhood. These sewers have not been replaced for over fifty years, and are identified as needing replacement. The estimated cost of the replacement of the sanitary sewer in this neighborhood is \$151,200.

**Water Treatment Plant – Dehumidifier Installation**

The City plans on providing some additional dehumidifiers for the plant in order to keep the mechanisms in working order. By the nature of the process, this is a critical improvement. The estimated cost of the improvement is estimated at \$10,000.

**Water Distribution – Valve Replacement**

The City actively exercises valves throughout the water distribution system, in order to assure reliability. The City has identified Eastern Avenue as an area to replace/ install valves to assure proper shutoff capacity. The project estimated cost is \$25,000, with the Water Fund contributing to the project.

**Water Distribution – Wolcott/Highland Distribution Main replacement**

The City plans to replace the undersized water mains in the Wolcott/Highland streets and areas. These water mains have not been replaced for over fifty years, and are undersized for the identified needs of the area. The estimated cost of the replacement of the water mains is \$175,200.

**Motor Vehicle Pool - Snow Blower for Bobcat**

The City plans to purchase a snow blower for the bobcat, in order to increase service capabilities for non-motorized transportation during the winter on the sidewalks. The city in the past has contracted this service, but with the modification of this equipment, the City believes crews can approach this service internally, saving funds and improving service during winter. The estimated cost of the equipment is \$6,000.

**Motor Vehicle Pool – Dump Truck**

The City plans to replace a dump truck, in order to maintain service in the Department of Public Works. The estimated cost of the equipment is \$93,000.

Allegan CIP 2015-2016	2015 Cost oper Foot	Ida Street	
		River to Main Length	Cost
<b>Sanitary Sewer Items</b>			
Sanitary Sewer, 8"/10"	\$ 90.00		\$0.00
Sanitary Sewer, 12" or >	\$ 118.00		\$0.00
Sanitary Sewer Laterals (Res)	\$ 75.00	1500	\$112,500.00
Sanitary Sewer Laterals (Com/Ind)	\$ 30.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
CIP Liner	\$ 95.00	1500	\$142,500.00
<b>Water Main Items</b>			
Water Main, 8"	\$ 110.00		\$0.00
Water Main, 12"	\$ 150.00		\$0.00
Water Service (Res)	\$ 65.00		\$0.00
Water Service (Com/Ind)	\$ 45.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
<b>Storm Sewer Items (Full Recon)</b>			
Storm Sewer 12"-18"	\$ 110.00		\$0.00
Storm Sewer 24" or >	\$ 150.00		\$0.00
<b>Roadway Reconstruction</b>			
Residential, 2 lane and 1 parking	\$ 210.00		\$0.00
Residential, 2 lane and 2 parking	\$ 240.00		\$0.00
Commercial/Industrial, 3 lane	\$ 300.00		\$0.00
Commercial/Industrial, 4 lane	\$ 380.00		\$0.00
<b>Roadway Resurfacing</b>			
<b>Mill and Pave 3" Depth</b>			
Residential, 2 lane and 1 parking	\$ 80.00		\$0.00
Residential, 2 lane and 2 parking	\$ 90.00		\$0.00
Commercial/Industrial, 3 lane	\$ 100.00		\$0.00
Commercial/Industrial, 4 lane	\$ 130.00		\$0.00
<b>Crush/Shape and Pave 3"</b>			
Residential, 2 lane and 1 parking	\$ 58.00	1500	\$87,000.00
Residential, 2 lane and 2 parking	\$ 70.00		\$0.00
<b>Chip Seal</b>			
Residential, 2 lane and 1 parking	\$ 6.00		\$0.00
Residential, 2 lane and 2 parking	\$ 10.00		\$0.00
Commercial/Industrial, 3 lane	\$ 12.00		\$0.00
Commercial/Industrial, 4 lane	\$ 15.00		\$0.00
Construction Cost Design & Construction Eng + legal			
<b>TOTAL PROJECT COST</b>			<b>\$342,000</b>

Funding Source	% road recon	
Sewer Fund	0%	\$255,000.00
Water Fund	0%	\$0.00
Road Fund	100%	\$87,000.00
		<b>\$342,000.00</b>

Allegan CIP 2016-2017	2015 Cost oper Foot	River View Park and Riverside Drive		Wolcott Street and Highland		Hooker Road Eastern to City Limits	
		Length	Cost	Length	Cost	Length	Cost
<b>Sanitary Sewer Items</b>							
Sanitary Sewer, 8"/10"	\$ 90.00	1200	\$108,000.00		\$0.00		\$0.00
Sanitary Sewer, 12" or >	\$ 118.00		\$0.00		\$0.00		\$0.00
Sanitary Sewer Laterals (Res)	\$ 75.00		\$0.00		\$0.00		\$0.00
Sanitary Sewer Laterals (Com/Ind)	\$ 30.00		\$0.00		\$0.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00		\$0.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00		\$0.00		\$0.00
CIP Liner	\$ 95.00		\$0.00		\$0.00		\$0.00
<b>Water Main Items</b>							
Water Main, 8"	\$ 110.00		\$0.00	1200	\$132,000.00		\$0.00
Water Main, 12"	\$ 150.00		\$0.00		\$0.00		\$0.00
Water Service (Res)	\$ 65.00		\$0.00		\$0.00		\$0.00
Water Service (Com/Ind)	\$ 45.00		\$0.00		\$0.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00		\$0.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00		\$0.00		\$0.00
<b>Storm Sewer Items (Full Recon)</b>							
Storm Sewer 12"-18"	\$ 110.00		\$0.00		\$0.00		\$0.00
Storm Sewer 24" or >	\$ 150.00		\$0.00		\$0.00		\$0.00
<b>Roadway Reconstruction</b>							
Residential, 2 lane and 1 parking	\$ 210.00		\$0.00		\$0.00		\$0.00
Residential, 2 lane and 2 parking	\$ 240.00		\$0.00		\$0.00		\$0.00
Commercial/Industrial, 3 lane	\$ 300.00		\$0.00		\$0.00		\$0.00
Commercial/Industrial, 4 lane	\$ 380.00		\$0.00		\$0.00		\$0.00
<b>Roadway Resurfacing</b>							
<b>Mill and Pave 3" Depth</b>							
Residential, 2 lane and 1 parking	\$ 80.00		\$0.00		\$0.00		\$0.00
Residential, 2 lane and 2 parking	\$ 90.00	1200	\$108,000.00	1200	\$108,000.00	2000	\$180,000.00
Commercial/Industrial, 3 lane	\$ 100.00		\$0.00		\$0.00		\$0.00
Commercial/Industrial, 4 lane	\$ 130.00		\$0.00		\$0.00		\$0.00
			\$0.00		\$0.00		\$0.00
			\$0.00		\$0.00		\$0.00
			\$0.00		\$0.00		\$0.00
			\$0.00		\$0.00		\$0.00
<b>Crush/Shape and Pave 3"</b>							
Residential, 2 lane and 1 parking	\$ 58.00		\$0.00		\$0.00		\$0.00
Residential, 2 lane and 2 parking	\$ 70.00		\$0.00		\$0.00		\$0.00
			\$0.00		\$0.00		\$0.00
			\$0.00		\$0.00		\$0.00
<b>Chip Seal</b>							
Residential, 2 lane and 1 parking	\$ 6.00		\$0.00		\$0.00		\$0.00
Residential, 2 lane and 2 parking	\$ 10.00		\$0.00		\$0.00		\$0.00
Commercial/Industrial, 3 lane	\$ 12.00		\$0.00		\$0.00		\$0.00
Commercial/Industrial, 4 lane	\$ 15.00		\$0.00		\$0.00		\$0.00
Construction Cost Design & Construction Eng + legal							
<b>TOTAL PROJECT COST</b>			<b>\$216,000</b>		<b>\$240,000</b>		<b>\$180,000</b>
							<b>80/20 small urban</b>

Funding Source	% road recon		% road recon		% road recon	
<b>Sewer Fund</b>	40%	\$151,200.00	0%	\$0.00	0%	\$0.00
<b>Water Fund</b>	0%	\$0.00	40%	\$175,200.00	0%	\$0.00
<b>Road Fund</b>	60%	\$64,800.00	60%	\$64,800.00	20%	\$36,000.00
		<b>\$216,000.00</b>		<b>\$240,000.00</b>		<b>\$36,000.00</b>

Allegan CIP 2017-2018	2015 Cost oper Foot	Kalamazoo, Wayne	
		5th, 4th, Division	
		Length	Cost
<b>Sanitary Sewer Items</b>			
Sanitary Sewer, 8"/10"	\$ 90.00	3700	\$333,000.00
Sanitary Sewer, 12" or >	\$ 118.00		\$0.00
Sanitary Sewer Laterals (Res)	\$ 75.00	3700	\$277,500.00
Sanitary Sewer Laterals (Com/Ind)	\$ 30.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
CIP Liner	\$ 95.00		\$0.00
<b>Water Main Items</b>			
Water Main, 8"	\$ 110.00	3700	\$407,000.00
Water Main, 12"	\$ 150.00		\$0.00
Water Service (Res)	\$ 65.00	3700	\$240,500.00
Water Service (Com/Ind)	\$ 45.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
<b>Storm Sewer Items (Full Recon)</b>			
Storm Sewer 12"-18"	\$ 110.00		\$0.00
Storm Sewer 24" or >	\$ 150.00		\$0.00
<b>Roadway Reconstruction</b>			
Residential, 2 lane and 1 parking	\$ 210.00		\$0.00
Residential, 2 lane and 2 parking	\$ 240.00		\$0.00
Commercial/Industrial, 3 lane	\$ 300.00		\$0.00
Commercial/Industrial, 4 lane	\$ 380.00		\$0.00
<b>Roadway Resurfacing</b>			
<b>Mill and Pave 3" Depth</b>			
Residential, 2 lane and 1 parking	\$ 80.00		\$0.00
Residential, 2 lane and 2 parking	\$ 90.00		\$0.00
Commercial/Industrial, 3 lane	\$ 100.00		\$0.00
Commercial/Industrial, 4 lane	\$ 130.00		\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Crush/Shape and Pave 3"</b>			
Residential, 2 lane and 1 parking	\$ 58.00	3700	\$214,600.00
Residential, 2 lane and 2 parking	\$ 70.00		\$0.00
			\$0.00
			\$0.00
<b>Chip Seal</b>			
Residential, 2 lane and 1 parking	\$ 6.00		\$0.00
Residential, 2 lane and 2 parking	\$ 10.00		\$0.00
Commercial/Industrial, 3 lane	\$ 12.00		\$0.00
Commercial/Industrial, 4 lane	\$ 15.00		\$0.00
Construction Cost			\$1,178,080
Design & Construction Eng + legal			\$294,520
<b>TOTAL PROJECT COST</b>			<b>\$1,472,600</b>

Funding Source	% road recon	
Sewer Fund	30%	\$674,880.00
Water Fund	30%	\$711,880.00
Road Fund	40%	\$85,840.00

**\$1,472,600.00**

Allegan CIP 2018-2019	2015 Cost oper Foot	River Street	
		Babylon to 118th Length	Cost
<b>Sanitary Sewer Items</b>			
Sanitary Sewer, 8"/10"	\$ 90.00		\$0.00
Sanitary Sewer, 12" or >	\$ 118.00		\$0.00
Sanitary Sewer Laterals (Res)	\$ 75.00		\$0.00
Sanitary Sewer Laterals (Com/Ind)	\$ 30.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
CIP Liner	\$ 95.00		\$0.00
<b>Water Main Items</b>			
Water Main, 8"	\$ 110.00		\$0.00
Water Main, 12"	\$ 150.00		\$0.00
Water Service (Res)	\$ 65.00		\$0.00
Water Service (Com/Ind)	\$ 45.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
<b>Storm Sewer Items (Full Recon)</b>			
Storm Sewer 12"-18"	\$ 110.00		\$0.00
Storm Sewer 24" or >	\$ 150.00		\$0.00
<b>Roadway Reconstruction</b>			
Residential, 2 lane and 1 parking	\$ 210.00		\$0.00
Residential, 2 lane and 2 parking	\$ 240.00		\$0.00
Commercial/Industrial, 3 lane	\$ 300.00		\$0.00
Commercial/Industrial, 4 lane	\$ 380.00		\$0.00
<b>Roadway Resurfacing</b>			
<b>Mill and Pave 3" Depth</b>			
Residential, 2 lane and 1 parking	\$ 80.00		\$0.00
Residential, 2 lane and 2 parking	\$ 90.00		\$0.00
Commercial/Industrial, 3 lane	\$ 100.00		\$0.00
Commercial/Industrial, 4 lane	\$ 130.00		\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Crush/Shape and Pave 3"</b>			
Residential, 2 lane and 1 parking	\$ 58.00		\$0.00
Residential, 2 lane and 2 parking	\$ 70.00	2500	\$175,000.00
			\$0.00
			\$0.00
<b>Chip Seal</b>			
Residential, 2 lane and 1 parking	\$ 6.00		\$0.00
Residential, 2 lane and 2 parking	\$ 10.00		\$0.00
Commercial/Industrial, 3 lane	\$ 12.00		\$0.00
Commercial/Industrial, 4 lane	\$ 15.00		\$0.00
Construction Cost			\$140,000
Design & Construction Eng + legal			\$35,000
<b>TOTAL PROJECT COST</b>			<b>\$175,000</b>
		80% of construction costs carried by small urban funds	

Funding Source	% road recon	
Sewer Fund	0%	\$0.00
Water Fund	0%	\$0.00
Road Fund	20%	\$70,000.00
		<b>\$70,000.00</b>

Allegan CIP 2019-2020	2015 Cost oper Foot	Grant, Lincoln	
		Length	Cost
<b>Sanitary Sewer Items</b>			
Sanitary Sewer, 8"/10"	\$ 90.00	4900	\$441,000.00
Sanitary Sewer, 12" or >	\$ 118.00		\$0.00
Sanitary Sewer Laterals (Res)	\$ 75.00	4900	\$367,500.00
Sanitary Sewer Laterals (Com/Ind)	\$ 30.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
CIP Liner	\$ 95.00		\$0.00
<b>Water Main Items</b>			
Water Main, 8"	\$ 110.00	4900	\$539,000.00
Water Main, 12"	\$ 150.00		\$0.00
Water Service (Res)	\$ 65.00	4900	\$318,500.00
Water Service (Com/Ind)	\$ 45.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
<b>Storm Sewer Items (Full Recon)</b>			
Storm Sewer 12"-18"	\$ 110.00		\$0.00
Storm Sewer 24" or >	\$ 150.00		\$0.00
<b>Roadway Reconstruction</b>			
Residential, 2 lane and 1 parking	\$ 210.00		\$0.00
Residential, 2 lane and 2 parking	\$ 240.00		\$0.00
Commercial/Industrial, 3 lane	\$ 300.00		\$0.00
Commercial/Industrial, 4 lane	\$ 380.00		\$0.00
<b>Roadway Resurfacing</b>			
<b>Mill and Pave 3" Depth</b>			
Residential, 2 lane and 1 parking	\$ 80.00		\$0.00
Residential, 2 lane and 2 parking	\$ 90.00		\$0.00
Commercial/Industrial, 3 lane	\$ 100.00		\$0.00
Commercial/Industrial, 4 lane	\$ 130.00		\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Crush/Shape and Pave 3"</b>			
Residential, 2 lane and 1 parking	\$ 58.00	4900	\$284,200.00
Residential, 2 lane and 2 parking	\$ 70.00		\$0.00
			\$0.00
			\$0.00
<b>Chip Seal</b>			
Residential, 2 lane and 1 parking	\$ 6.00		\$0.00
Residential, 2 lane and 2 parking	\$ 10.00		\$0.00
Commercial/Industrial, 3 lane	\$ 12.00		\$0.00
Commercial/Industrial, 4 lane	\$ 15.00		\$0.00
Construction Cost			\$1,560,160
Design & Construction Eng + legal			\$390,040
<b>TOTAL PROJECT COST</b>			<b>\$1,950,200</b>

Funding Source	% road recon	
Sewer Fund	30%	\$893,760.00
Water Fund	30%	\$942,760.00
Road Fund	40%	\$113,680.00
		<b>\$1,950,200.00</b>

Allegan CIP 2020-2021	2015 Cost oper Foot	Russell	
		Length	Cost
<b>Sanitary Sewer Items</b>			
Sanitary Sewer, 8"/10"	\$ 90.00	4550	\$409,500.00
Sanitary Sewer, 12" or >	\$ 118.00		\$0.00
Sanitary Sewer Laterals (Res)	\$ 75.00	4550	\$341,250.00
Sanitary Sewer Laterals (Com/Ind)	\$ 30.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
CIP Liner	\$ 95.00		\$0.00
<b>Water Main Items</b>			
Water Main, 8"	\$ 110.00	4550	\$500,500.00
Water Main, 12"	\$ 150.00		\$0.00
Water Service (Res)	\$ 65.00	4550	\$295,750.00
Water Service (Com/Ind)	\$ 45.00		\$0.00
Surface Restore (Res)	\$ 55.00		\$0.00
Surface Restore (Com/Ind)	\$ 75.00		\$0.00
<b>Storm Sewer Items (Full Recon)</b>			
Storm Sewer 12"-18"	\$ 110.00		\$0.00
Storm Sewer 24" or >	\$ 150.00		\$0.00
<b>Roadway Reconstruction</b>			
Residential, 2 lane and 1 parking	\$ 210.00		\$0.00
Residential, 2 lane and 2 parking	\$ 240.00		\$0.00
Commercial/Industrial, 3 lane	\$ 300.00		\$0.00
Commercial/Industrial, 4 lane	\$ 380.00		\$0.00
<b>Roadway Resurfacing</b>			
<b>Mill and Pave 3" Depth</b>			
Residential, 2 lane and 1 parking	\$ 80.00		\$0.00
Residential, 2 lane and 2 parking	\$ 90.00		\$0.00
Commercial/Industrial, 3 lane	\$ 100.00		\$0.00
Commercial/Industrial, 4 lane	\$ 130.00		\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Crush/Shape and Pave 3"</b>			
Residential, 2 lane and 1 parking	\$ 58.00	4550	\$263,900.00
Residential, 2 lane and 2 parking	\$ 70.00		\$0.00
			\$0.00
			\$0.00
<b>Chip Seal</b>			
Residential, 2 lane and 1 parking	\$ 6.00		\$0.00
Residential, 2 lane and 2 parking	\$ 10.00		\$0.00
Commercial/Industrial, 3 lane	\$ 12.00		\$0.00
Commercial/Industrial, 4 lane	\$ 15.00		\$0.00
Construction Cost			\$1,448,720
Design & Construction Eng + legal			\$362,180
<b>TOTAL PROJECT COST</b>			<b>\$1,810,900</b>

Funding Source	% road recon	
Sewer Fund	30%	\$829,920.00
Water Fund	30%	\$875,420.00
Road Fund	40%	\$105,560.00
		<b>\$1,810,900.00</b>

2015 -2021						
CAPITAL IMPROVEMENT PROGRAM						
FY	Dept	F	D	Acct	Project	Estimate
2015/16	DPW	101	266	97000	Fish Habitat Grant	\$7,500
2015/16	Police	101	301	97000	Uniforms	\$5,000
2015/16	Police	101	301	97000	Tazers	\$6,000
2015/16	Griswold	101	750	97000	Sound/Light/Stage Improvements	\$10,000
2015/16	Griswold	101	750	97000	Garden Level Improvements	\$15,000
2015/16	Parks	101	751	97000	Riverfront Parking (Lot/Welcome Center)	\$100,000
2015/16	Parks	101	751	97000	Riverfront	\$153,300
2015/16	Major Streets	202	463	97900	Sewer Asset Plan (SAW Grant)	\$10,420
2015/16	Major Streets	202	463	97900	Chip Seal Ely/River Street	\$70,000
2015/16	Major Streets	202	463	97900	Hooker Road Trail	\$300,000
2015/16	Local Streets	203	463	97900	Sewer Asset Plan (SAW Grant)	\$10,420
2015/16	Local Streets	203	463	97900	Chip Seal - Ida St/Lake Dr	\$25,000
2015/16	WWTP	590	568	97900	Zero Turn Lawn Mower	\$10,000
2015/16	WWTP	590	568	97900	Biosolids Handling & Disposal	\$20,000
2015/16	WWTP	590	568	97900	Sewer Asset Plan (SAW Grant)	\$5,654
2015/16	Sanitary Sewer	590	571	97000	Riverview Park/Riverside Sewer Repairs	\$151,200
2015/16	Sanitary Sewer	590	571	97000	Sewer Asset Plan (SAW Grant)	\$38,869
2015/16	WTP	591	568	98600	Dehumidifiers (2)	\$10,000
2015/16	Water Distribution	591	571	97000	Valves	\$25,000
2015/16	Water Distribution	591	571	97000	Wolcott/Highland - Repairs	\$175,200
2015/16	MVP	661	000	97900	Snow Blower for Bobcat	\$6,000
2015/16	MVP	661	000	97900	Dump Truck	\$93,000
2016/17	Airport	101	581	93120	Paint Main Hangar	\$10,000
2016/17	Airport	101	581	97000	Terminal Building (Construction)	\$18,334
2016/17	Major Streets	202	463	97900	Hooker Road	\$50,000
2016/17	WWTP	590	568	97900	Plow Truck	\$40,000
2016/17	MVP	661	000	97900	Police Vehicle	\$35,000
2016/17	MVP	661	000	97900	Backhoe	\$90,000
2017/18	Major Streets	202	463	97900	Resurfacing River St	\$70,000
2019/20	WTP	591	568	98600	Filters	\$100,000
2019/20	WTP	591	568	93700	Hooker Road Tower Painting	\$180,000
2020/21	DPW	101	266	97100	Boiler	\$80,000
2020/21	DPW	101	266	97100	HydroDam Repair	\$270,000
2020/21	DPW	101	276	97000	Chip Seal Cemetery Roads	\$15,000
2020/21	Airport	101	581	93193	Crack Seal & Remarking Runway	\$1,000
2020/21	Airport	101	581	97000	AWOS	\$8,000
2020/21	Airport	101	581	97000	T-Hangar	\$25,000
2020/21	Griswold	101	750	97000	Building Capital Improvements	\$140,000
2020/21	Major Streets	202	463	97900	Second Street Bridge Repair	\$500,000
2020/21	Local Streets	203	463	97900	Riverview Park/Riverside-Resurfacing	\$64,800
2020/21	Local Streets	203	463	97900	Wolcott/Highland - Resurfacing	\$64,800
2020/21	Local Streets	203	463	97900	Kalamazoo/Wayne/5th/4th/Division	\$85,840
2020/21	Local Streets	203	463	97900	Grant/Lincoln/Sherman/Adams	\$113,680
2020/21	Local Streets	203	463	97900	Russell/Robinson/Hudson-Resurfacing	\$105,560
2020/21	Regent	555	538	97000	Men's Bathroom Windows/Updates	\$3,000
2020/21	Regent	555	538	97000	Women's Bathroom Windows/Updates	\$5,000
2020/21	Regent	555	538	97000	Front Doors	\$6,000
2020/21	Regent	555	538	97000	Seat Re-Upholster	\$10,000
2020/21	Regent	555	538	97000	Exterior Wall Repair	\$15,000
2020/21	Regent	555	538	97000	Enamel Panel Restoration	\$35,000
2020/21	WWTP	590	568	97900	Biosolids Handling & Disposal Facility	\$2,500,000
2020/21	Sanitary Sewer	590	571	97000	Kalamazoo/Wayne/5th/4th/Division	\$674,880
2020/21	Sanitary Sewer	590	571	97000	Grant/Lincoln/Sherman/Adams	\$893,760
2020/21	Sanitary Sewer	590	571	97000	Russell/Robinson/Hudson	\$829,920
2020/21	Water Distribution	591	571	97000	Kalamazoo/Wayne/5th/4th/Division	\$711,880
2020/21	Water Distribution	591	571	97000	Grant/Lincoln/Sherman/Adams	\$942,760
2020/21	Water Distribution	591	571	97000	Russell/Robinson/Hudson	\$875,420
2020/21	MVP	661	000	97900	PickUp Truck	\$30,000
2020/21	MVP	661	000	97900	Police Vehicle	\$34,000
2020/21	MVP	661	000	97900	Dump Truck	\$90,000
2020/21	MVP	661	000	97900	Loader	\$110,000
2020/21	MVP	661	000	97900	Street Sweeper	\$140,000
						<b>\$11,221,197</b>

**2014 -2021  
CAPITAL IMPROVEMENT PROGRAM**

	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>Total</u>
DPW	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 365,000	\$ <b>372,500</b>
Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ <b>11,000</b>
Public Safety	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Airport	\$ -	\$ 28,334	\$ -	\$ -	\$ -	\$ 34,000	\$ <b>62,334</b>
Griswold	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ <b>165,000</b>
Parks	\$ 253,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ <b>253,300</b>
Major Streets	\$ 380,420	\$ 50,000	\$ 70,000	\$ -	\$ -	\$ 500,000	\$ <b>1,000,420</b>
Local Streets	\$ 35,420	\$ -	\$ -	\$ -	\$ -	\$ 434,680	\$ <b>470,100</b>
Regent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,000	\$ <b>74,000</b>
WWTP	\$ 35,654	\$ 40,000	\$ -	\$ -	\$ -	\$ 2,500,000	\$ <b>2,575,654</b>
Sanitary Sewer	\$ 190,069	\$ -	\$ -	\$ -	\$ -	\$ 2,398,560	\$ <b>2,588,629</b>
WTP	\$ 10,000	\$ -	\$ -	\$ -	\$ 280,000	\$ -	\$ <b>290,000</b>
Water Distribution	\$ 200,200	\$ -	\$ -	\$ -	\$ -	\$ 2,530,060	\$ <b>2,730,260</b>
MVP	\$ 99,000	\$ 125,000	\$ -	\$ -	\$ -	\$ 404,000	\$ <b>628,000</b>
<b>Total</b>	<b>\$ 1,247,563</b>	<b>\$ 243,334</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ 280,000</b>	<b>\$ 9,380,300</b>	<b>\$ 11,221,197</b>
							<u><u>\$ 11,221,197</u></u>