



Strategic Plan 2030

Adopted by the MCRC on
January 23rd, 2020

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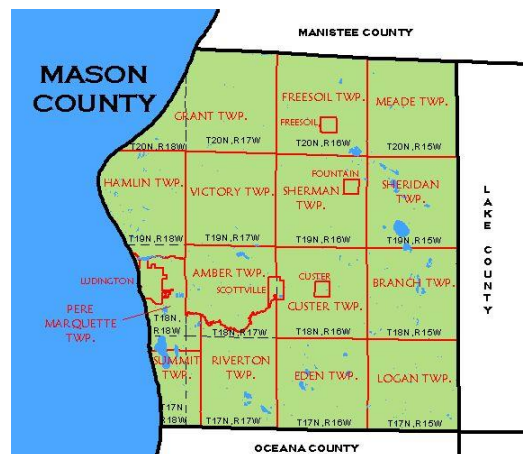
Mason County Road Commission Overview

The Mason County Road Commission (MCRC) maintains the transportation system within Mason County Michigan. Mason County covers 1242 square miles, 495 square miles of land and 747 square miles of water. The county has approximately 1100 miles of roadway within its transportation system. There are three major highways; US-10 which runs east-west, US-31 which primarily runs north-south and M-116 which runs along the shoreline of Lake Michigan. Mason County has two cities, four villages and 15 townships within the county lines.

MCRC has a three member Board appointed by the Mason County Board of Commissioners. MCRC employs approximately 40 people with a majority in operations and the remainder in various support functions, all committed to maintaining and improving the roads.

The Maintenance and Operations building for MCRC is located in the city of Scottville. It was built in 1940 and is on 7 acres. It is approximately 18,050 square feet in size.

MCRC currently operates 23 plow trucks in both tandem and single axle configurations. MCRC also operates 13 other general and specialty pieces of equipment to maintain county roads. These include but are not limited to mowers, loaders, graders, semi tractors, bulldozers and excavators.



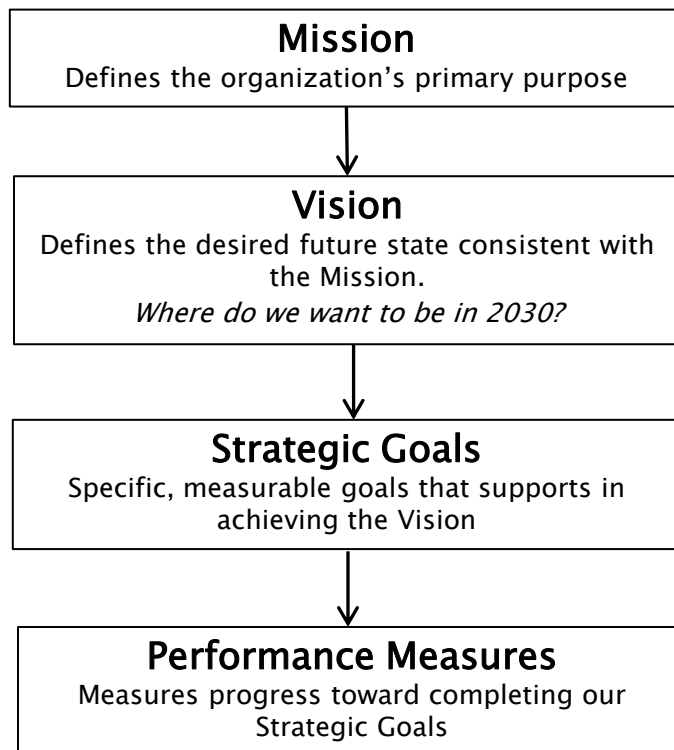
Primary Roads: 237 miles
Local Roads: 716 miles
State Roads: 164 miles
Bridges (over 20 feet): 39
Population: ~28,247
Average Cars per household: 2
Average Commute time: 17 min

Plan Purpose

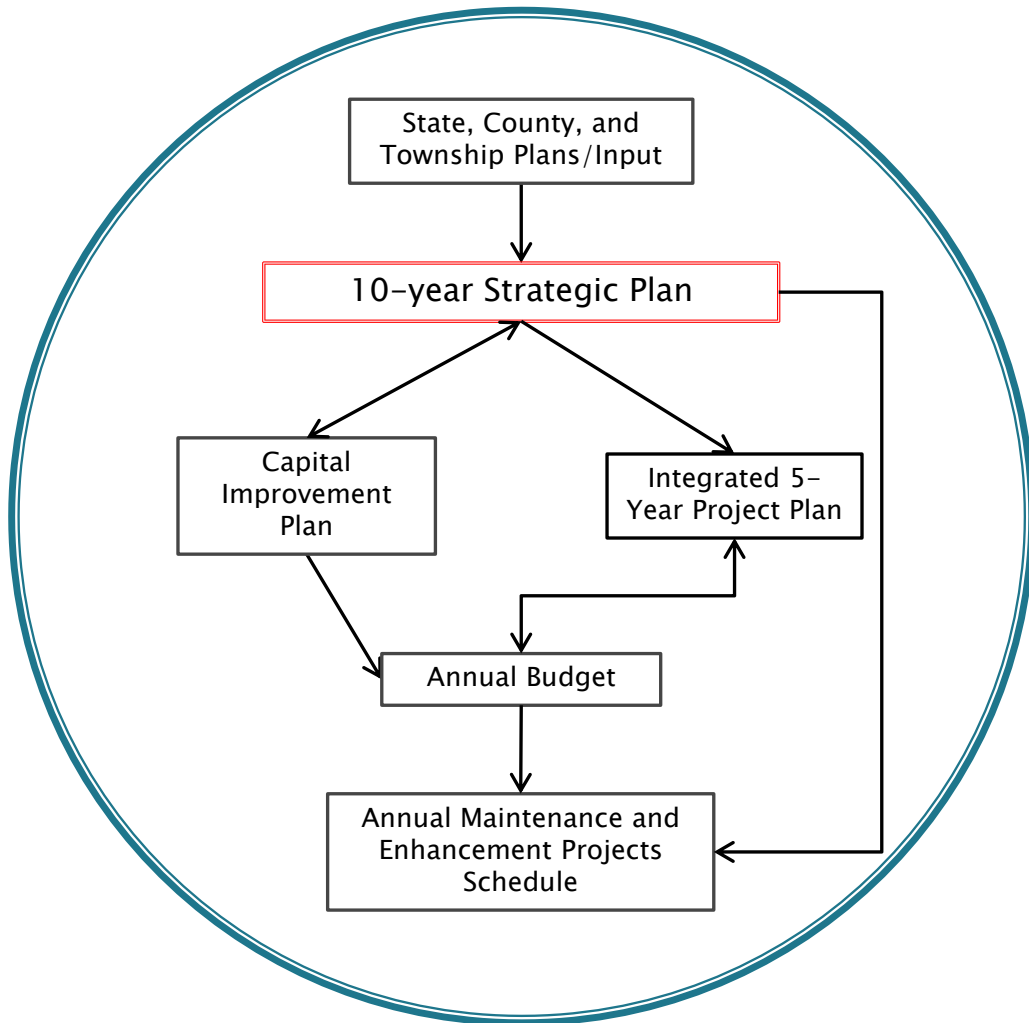
The Mason County Road Commission's Strategic Plan is the product of an in-depth, analytical process into the organization's major areas of operation and how they align with the MCRC Vision, Mission and Values. The key component of the Plan is a set of goals to achieve the end state vision as well as performance measures to monitor progress. The Plan has three primary objectives:

- 1) Provide overall guidance to properly align MCRC resources in pursuing end state vision.
- 2) Provide the public MCRC's intentions and goals in maintaining and upgrading the transportation system.
- 3) Provide elected officials pertinent information and goals that affect the roads of their respective constituents.

Plan reviews/modifications are accomplished every three years or as needs and conditions significantly change. The chart below illustrates the major elements of the Plan, and the relationship between them.



Where this plan fits



MCRC's Strategic Plan is a core document that incorporates inputs from State, County, and Township partners and provides guidance for financial planning and asset management.

Vision, Mission and Values

The MCRC Vision Statement aligns with the 10 year strategic plan timeline and describes the desired end state of the organization in the future. The vision statement defines direction for the planning and execution of high level strategies and decision making of MCRC.

- **MCRC Vision** – The Mason County road system will be recognized as the premier rural road system in Michigan through innovation and proactive planning with an exceptional workforce that inspires public trust.

The MCRC Mission Statement defines the core purpose of the organization and why it exists.

- **MCRC Mission** – To construct, manage, and maintain the publicly held roadways in the safest and best condition in the most cost effective manner with the resources provided.

MCRC Values are the fundamental beliefs of the organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. These core values also help MCRC organization members determine if they are on the right path and fulfilling their goals by creating an unwavering guide.

- **MCRC Values**
 - Integrity* – Conduct all business truthfully in the best interests of the community and MCRC
 - Accountability* – Being professionally responsible for all actions we take
 - Respect* – Working together with mutual respect and cooperation
 - Innovation* – Constantly pursuing better process methods, materials and management for MCRC
 - Commitment* – Willingness to devote our full energy and talents towards the success of the organization.
 - Quality* – Provide a timely, accurate and long lasting product to the end user

Strategic Plan Development

In early 2019, the MCRC Commissioners and Director decided a strategic plan needed to be developed to guide the organization in various decision making processes. The Strategic Plan would be developed over the remainder of 2019 and would be implemented in 2020 and cover a 10-year span. The plan would be reviewed every three years and adjustments made as required during the review process. The MCRC leadership also agreed that various subject matter experts (SME) would be brought in or consulted with during the development of the Plan. The Strategic planning meetings would be open to the public and would occur an hour prior to the normally held MCRC public meeting. This would be the first Strategic Plan developed for the MCRC.

“The enemy of a good plan is the dream of a perfect plan.”

– Carl von Clausewitz

Strategy defines an overall purpose and sets priorities and/or goals. It explains how each organizational area fits together and why they are being addressed. Once developed, the Strategic Plan will be the product from which a majority, if not all, decisions and activities will be derived from.

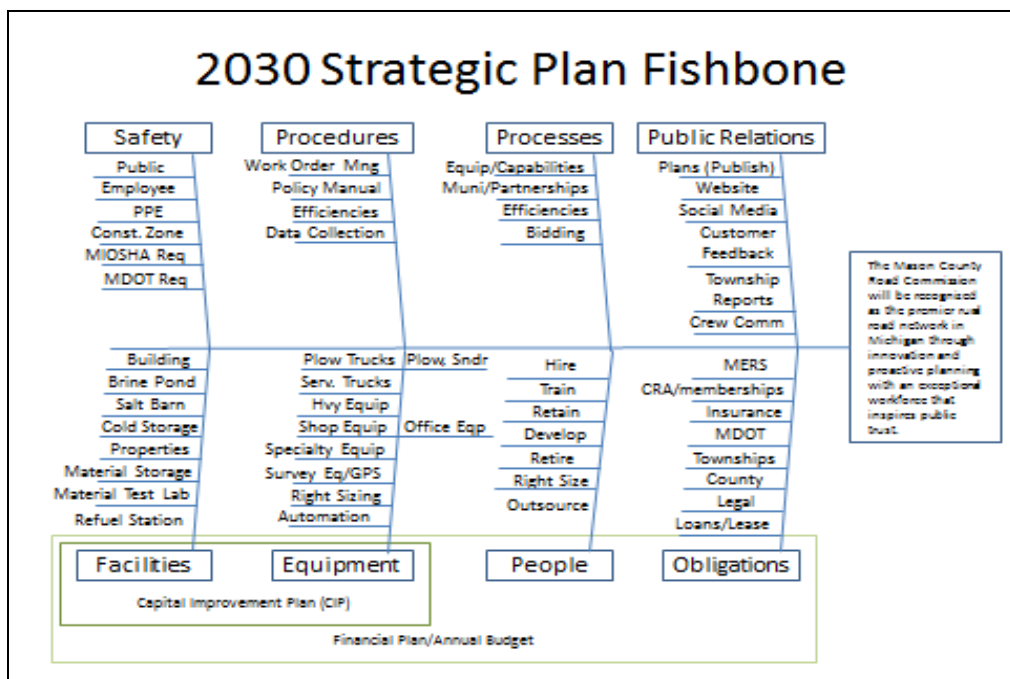
The Plan provides the overall organizational intent. Intent succinctly describes what constitutes success for the organization. It includes the organization’s purpose, key tasks/goals, and the conditions that define the end state. A clear intent facilitates a shared understanding and focuses on the overall conditions that represent organizational goal accomplishment. Intent, when used properly, should bridge the gap between the end state vision for the organization and task execution at the lowest level possible, which drives efficiency.

Throughout the Plan goals will be listed for each major area of MCRC. These goals were developed through in-depth discussions on various subjects within the respective area. There were three criteria used in the development of the goals:

- 1) The goals had to be relevant to the end state vision of the organization. This keeps resources focused and working within the Plans intent.
- 2) The goals had to be measurable. The organization needs to be able to recognize if it is behind, ahead or has met the goal. Having a way to measure the goals allows organizational leadership to make adjustments with resources to achieve the desired goals based on the metrics.
- 3) The goals needed to be challenging but attainable. Having goals that are easily attainable does not move an organization forward in finding efficiencies or reducing work backlog. This also helps in identifying shortfalls in resources whether it be time, funding, manpower, or equipment.

Strategic Plan Development

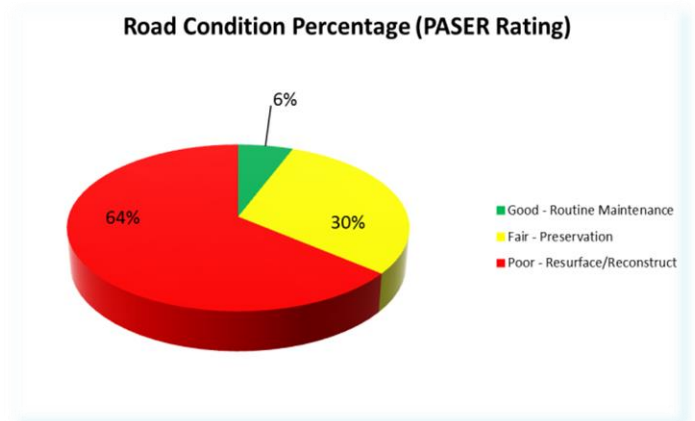
Because of the limited time and resources available to cover a large amount of information, a Fishbone (Ishikawa) diagram was utilized. This chart is a highly visual tool that promotes open thought and discussion within the team on various organizational areas. Unlike a normal Fishbone diagram which is used for cause and effect analysis, the reverse fishbone concept places the desired result (Vision statement) at the head and the major areas forms the bones. Each major area was then divided into subtopics and prioritized for discussion on current status and goal development that supports the 2030 end state vision. An expedient SWOT analysis was also performed on the subtopics to assist in the prioritizations for discussions.



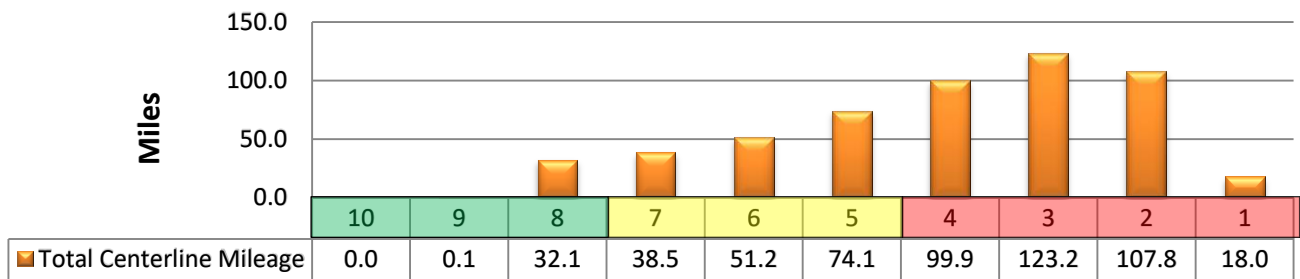
While all areas of MCRC operations involve funding at some level, the base legs of the planning process are the major organizational areas with larger funding requirements. These areas are Facilities, Equipment, People, and Obligations. Subtopics were later listed and prioritized for discussion. Additionally, the Capital Improvement Plan and the Annual Budget draw information/data from the base legs and are developed.

Road Conditions

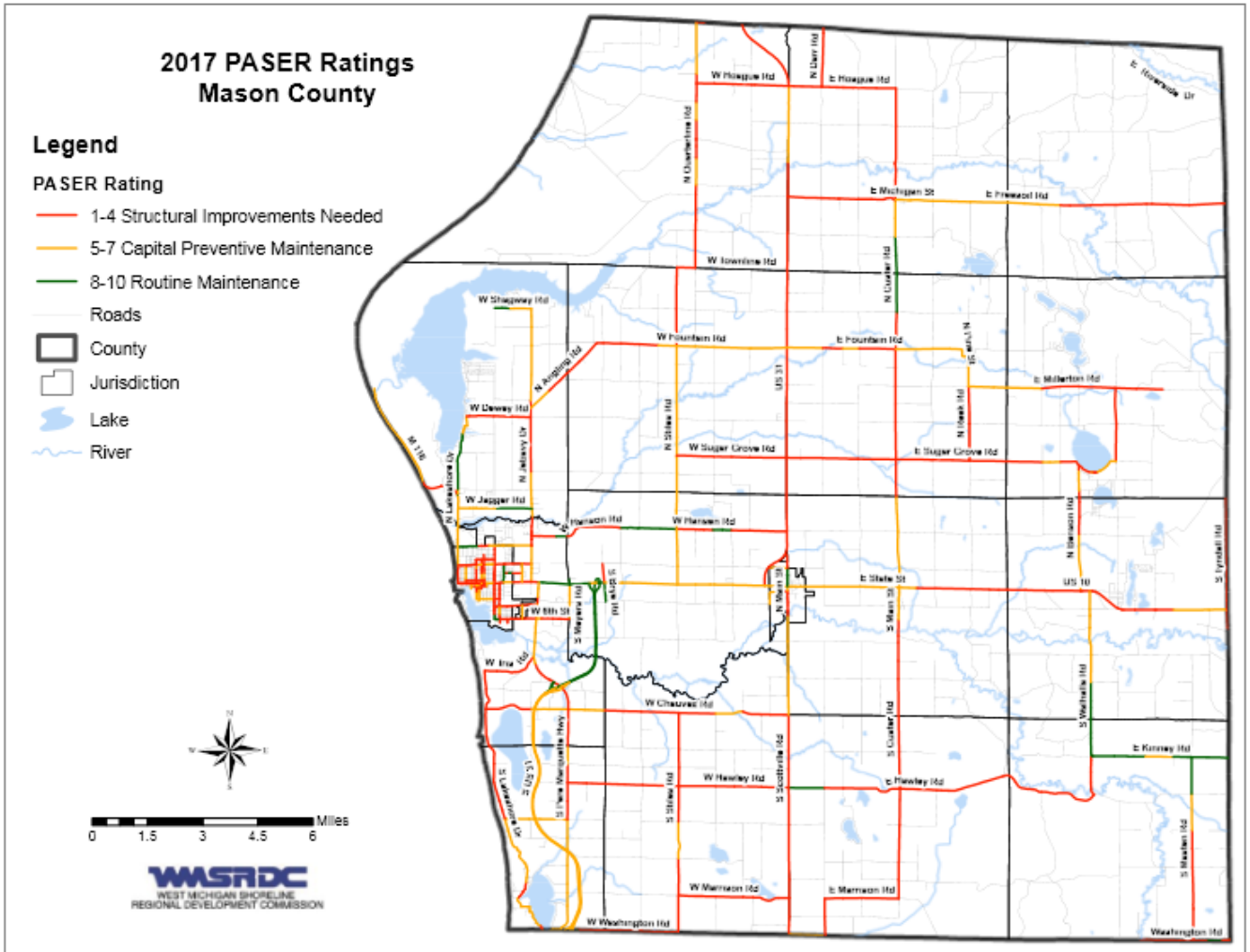
Pavement Surface Evaluation Rating System (PASER) is an evaluation system developed by the University of Wisconsin Transportation Information Center which describes where the paved surface is positioned in its overall lifecycle. Its primary purpose is to promote efficiency and effectiveness in identifying the type and timing of road improvements to sustain the roadway in a state of good repair.



Paser Rating - Mason County



Road Conditions



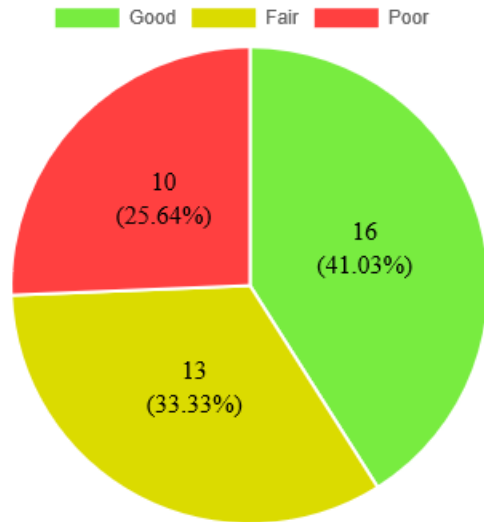
Bridges

Mason County has 39 bridges that span over 20 feet. These bridges are inspected and results recorded in the Michigan Transportation Asset Management Council (TAMC). A 50-year lifespan is used as specified in the “Uniform Accounting Procedures”

MCRC has, and will continue to apply for grants to fund major maintenance actions on bridge structures. Historically, MCRC has been successful in receiving grants for bridge funding.

Another concept that MCRC will be approaching is called “Bridge Bundling”. This groups bridges with similar required maintenance actions in close proximity (regionally) for bid. Anticipated cost savings using this concept is up to 30% depending on work required.

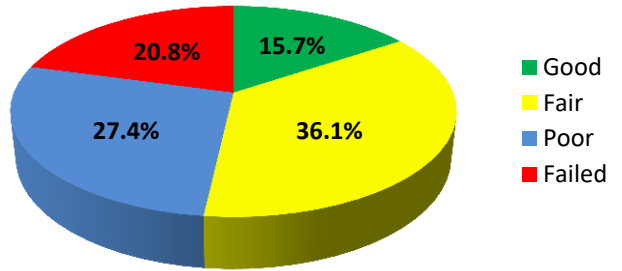
Number of Bridges by Rating
County - Mason, County, 2017



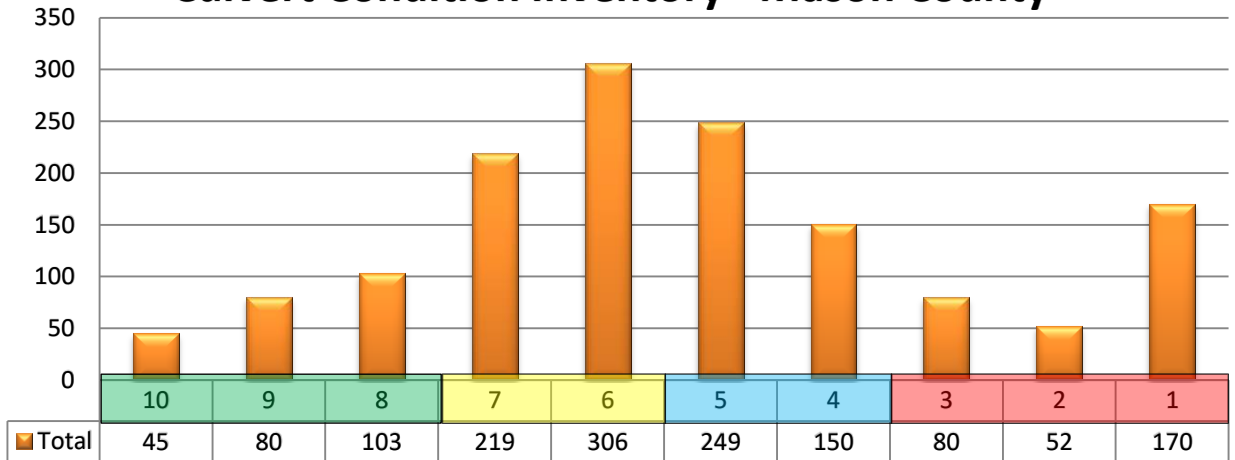
County Culvert Inventory

- ▶ In 2019, a complete culvert inventory was performed throughout Mason County to provide accurate sizing, location and condition and to assist with replacement prioritization and budgeting. Approximately 1450 culverts were graded on a scale of 1 through 10 with and assigned to one of four categories.
- ▶ The county culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Mason County



Operations

The operations of MCRC is what the motoring public sees (and feels) on the roadway during their daily travels. Insufficient funding for transportation system maintenance drove a majority of available funding to only roadway surface maintenance. As such, other areas did not receive the maintenance actions as required. These areas include guardrail replacement, tree and vegetation removal, culvert replacement, drainage, sign replacement and related tasks. Some of these tasks directly impact the preservation of the roadway surface.

“Simplicity in planning fosters energy in execution. Strong determination in carrying through a simple idea is the surest route to success.”

– Carl von Clausewitz

During the development of the Plan, Mason County was experiencing near record water levels that impacted the roads. It highlighted the need to look at culverts and drainage that shed water off of roadway surface. In some areas, road surfaces are below the adjacent grade or lacks drainage because of tree/brush growth.

Also during Plan development, a county-wide culvert inventory/inspection was performed to assess culvert serviceability and sizing. The results of the inventory will help prioritize and consolidate maintenance operations.

Operational Goals *(not in order of priority)*

1. Replace 12% of culverts with a rating of “Failed” culverts annually.
2. Chip seal 3% of roads with a PASER rating in the “Good” category annually.
3. Chip seal 3% of roads with a PASER rating in the “Fair” category annually.
4. Wedge and Chip seal 2% of roads with a PASER rating in the “Fair” annually.
5. Wedge and Chip seal 9.6% of roads with a PASER rating in the “Poor” category annually.
6. Overlay 1.7% of roads with a PASER rating in the “Poor” category annually.
7. Crush, shape and HMA .7% of roads with a PASER rating in the “Poor” category annually.
8. Improve 15 miles of drainage issues/concerns annually.
9. Complete brush clearing of US-10/Hwy 31 by December 2020.
10. Dedicate one week of Right-of-way tree maintenance to each Township annually.
11. Dedicate one week of pulling roadway shoulders to each Township annually.

Safety

The safety of the motoring public is the first and foremost priority for MCRC. This is reflected in the planning, engineering and daily operations of the organization. This section also looks at the safety of our employees during normal and emergency operations.

Due to its small size, MCRC does not have a full-time employee dedicated to the managing the safety program. As such, MCRC has developed a safety team from various areas within the organizational structure (e.g. operations, maintenance, administration, etc.). They work to identify and resolve safety issues in addition to assuring the organization is within regulatory compliance. They do this through various resources such as CDC-NIOSH, MIOSHA, equipment manufacturers, MCRC insurance providers, and best practices from other road commissions. The methods they use range from purchasing of Personal Protective Equipment (PPE), current training (safety and equipment operations), policy and procedures.



Safety Goals

- 1) Review MCRC data for areas that can be improved through processes, procedures or technology for increased public safety annually.
- 2) Development and implement safety self-inspection program to ensure safety and regulatory compliance by December 2021.
- 3) Increase coordination with Mason County Emergency Management in regards to Emergency Response Actions/Exercises for MCRC by July 2021.
- 4) Review and revise, as applicable, the MCRC safety training program by Sept 2020.
- 5) Review, revise and procure PPE and other safety equipment as applicable based on safety training review by March 2021.

Policy/Processes

MCRC leadership discussed the current policies and processes within the organization. Numerous questions came from the discussion which prompted the need to review all MCRC policies and processes to ensure they are still relevant, accurate and meets the needs of the motoring public and the townships we serve.

“Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out.”

– Ronald Reagan

Policy/Process Goals

- 1) Prioritize, review and revise MCRC policies to better align with current requirements and to better allow MCRC to meet Township needs by December 2021.
- 2) Develop and implement asset management program for MCRC roads and bridges by Oct 2020.
- 3) Develop and implement a comprehensive bridge maintenance program by Oct 2021. (This may be incorporated into the asset management program or a stand-alone program).
- 4) Procure and implement maintenance management software to increase tracking of equipment and facility maintenance costs by September 2020.
- 5) Procure and implement Computerized Maintenance Management Software to manage and track expenditures on fleet/facility maintenance actions and Cost per Hour (CPH) performance/efficiency as applicable.
- 6) Implement PASER style rating system to evaluate/measure condition of gravel roads within Mason County for maintenance prioritization and resource allocation.
- 7) Develop and implement average daily traffic counts on all (paved and unpaved) roads by Apr 2025.

Procedures



MCRC has numerous procedures throughout all areas of the organization. As such, the discussions of policy drove a discussion of procedures and the need for a review and updates as required.

Procedure Goals

- 1) Review and edit procedures to ensure efficiency and effectiveness and that they meet current standards (e.g. safety, regulatory, etc.).

Public Relations

Is telling the story of repairing Mason County roads fiction or fact? If you live on Main St in Scottville you witness MCRC trucks and equipment being dispatched daily to perform roadwork your answer will be different than the person living on an isolated gravel road.

Where does the gas tax money go? When will XYZ St be paved/patched? Where are the snowplows at? All are valid questions that MCRC has the obligation to answer to the public and elected officials.

The development of this 10-year Strategic Plan is one of the very first steps in answering the questions and telling the MCRC story. Other steps to help are redesigning the website so that pertinent information is easily accessible. Establishing an MCRC social media presence will allow important information (E.g. Road closures, construction areas, etc.) to be expeditiously sent to the traveling public so they can plan accordingly.

There is an abundance of misinformation on how roads maintenance and upgrades are funded. Where the taxes go and what the costs are in road maintenance and upgrades. MCRC availability at community events and/or town hall meetings to educate elected officials and the public is another important step to understanding various aspects involved with maintaining the transportation system.



Public Relation Goals

- 1) Redesign MCRC website to increase useable content and improved navigation by Dec 2020.
- 2) Procure and implement near real-time snow plow route tracking software for public viewing on MCRC website by winter 2020-2021.
- 3) Establish social media presence for faster notifications of road conditions and news by December 2020.
- 4) Coordinate with Mason County Fair Association to allow MCRC to have an outdoor “Don’t crowd the plow” educational display and information booth by July 2021.
- 5) Develop, implement and publish 10-year Strategic Plan by February 2020.
- 6) Revitalize bus tours for Township officials to see first-hand completed projects and problem areas resulting in increased communication and coordination by Oct 2020.

People

The MCRC Strategic Planning team started its discussions with the people that make the organization run. MCRC currently employs approximately 40 people across various functional areas of the organization. The state average (83 counties) is 66 personnel.

“Train people well enough so they can leave, treat them well enough so they don’t want to.”

– Richard Branson

The MCRC leadership is dedicated to the safety and security of each individual as well as promoting an environment that fosters teamwork and open discussions. Throughout the development process we brought in key employees from various areas to get their input for MCRC.

One of the largest topics discussed was the training and development of the MCRC workforce at every level, in every area. Technology, equipment, regulatory requirements or the pursuit of efficiency/effectiveness all have some sort of training involved. Identifying, sourcing and funding various training and development opportunities will be a continuous process as policy and procedural reviews are conducted.

MCRC leadership recognizes that a growing backlog of work across the organization coupled with increasing regulatory requirements can quickly outgrow the capacity of the current workforce levels. A review and revision of job descriptions for each position will be conducted to help evaluate the balance between work requirements and capacity. Once this review is complete, MCRC will review and adjust compensation based on similar job descriptions in road commissions in comparable demographic areas.

People Goals

1. Develop and implement new employee orientation and training program by November 2022.
2. Review and revise current employee training program to include tracking of initial and recurring training requirements by November 2021.
3. Develop and implement employee development/leadership program for employees in leadership roles by November 2022.
4. Review and update job descriptions for each job position in MCRC by November 2021.
5. Review and adjust pay scales based on revised job descriptions and comparable area demographics by November 2022.

Facilities

Mason County road maintenance actions start and end at the MCRC 7-acre location in Scottville. The Operations and Maintenance building is approximately 18,050 square feet and was constructed in 1940. This building contains the primary administrative, engineering, maintenance and operation functions.

*“The best time to plant a tree was 20 years ago. The second best time is now”
– Chinese Proverb*

Other buildings/structures on the site are:

- 1) A 2086 square foot building that was also built in 1940 used for storage.
- 2) A 12,176 square foot maintenance addition constructed in 1984
- 3) A 6000 square foot pole barn used for cold storage constructed 1990
- 4) A 12,000 square foot salt barn constructed in 1991
- 5) Underground fuel tanks for fueling station.

On September 28, 2017, a Facility Assessment and Space Utilization Evaluation was published for MCRC by Hobbs + Black Architects in conjunction with Matrix Consulting Engineers and Villa Environmental. This evaluation validated the space limitation and other concerns of MCRC with its current facility to bring it up to current standards. In regards to the 1940 Maintenance and Operations building, “These buildings are beyond their useful life and could no longer safely support the operational mission of the MCRC. Any further financial investment in remodeling, renovating or construction additions to these existing facilities would not meet the industry standard cost-benefit criteria desired by MCRC nor could it provide the functional operation space required to provide a safer, more efficiently functioning facility”. Over the next 10 years, there is an approximate projected shortfall of space of 53,000 square feet to accommodate administration, operations, maintenance functions as well as increased equipment space requirements.

Facility Goals

- 1) Evaluate and right size MCRC properties based on current utilization and future needs by Sept 2022.
- 2) Procure new gravel source(s) for MCRC by July 2023.
- 3) Construct larger salt barn to allow for increased quantities of materials by September 2024.
- 4) Construct brine storage pond to allow for stored material and leverage cheaper pricing through quantity and off-season deliveries by September 2023.
- 5) Construct new MCRC facility that is capable of safely and efficiently housing all critical MCRC equipment and functions while being up to date with various compliance measures by September 2025.

Equipment

The Strategic Planning team spent a significant amount of time discussing the equipment needs of MCRC to better maintain the transportation system to meet the needs of the motoring public. Topics included but not limited to:

- 1) Increasing MCRC capabilities through the procurement of additional equipment
- 2) Increasing reliability and safety of equipment by implementing various life cycle management techniques
- 3) Increasing flexibility of equipment by purchasing equipment that can serve in multiple roles
- 4) Increase efficiency of equipment through upgraded configurations (I.e. adding wing plows allows 1.5 lanes vs 1 lane of snow removal)



Equipment Goals

- 1) Develop and implement 15-year lifecycle plan for critical equipment by February 2020.
- 2) Identify and procure specialized equipment that increases efficiency and effectiveness for MCRC road maintenance and projects annually.
- 3) Review and right-size critical equipment requirements that support key MCRC processes by July 2025.

Obligations

The MCRC Strategic Planning team reviewed various types of obligations. These included but not limited to financial, legal, and regulatory obligations. It was decided to focus on financial obligations since that drives much of the decision making process. Legal and regulatory obligations are primarily contained within the operations, engineering and safety processes.

During this phase of the planning process, the State of Michigan budget approval process was placing the primary funding stream to MCRC at risk with a possible prolonged State government shutdown.



MCRC will continue to strive towards reducing previous liabilities/obligations such as employee retirement costs (e.g. health, pension, etc). Other notable examples include fleet maintenance costs and other operating expenses.

MCRC will also continue to fund a local road policy in cooperation with all townships within Mason County. This policy is reviewed annually to maintain effectiveness and adjusted based on various funding sources (e.g. MTF, MDOT funding, U.S. Forest Service, etc) to MCRC.

Obligation Goals

1. Build a contingency fund equivalent to 1+ months of Michigan Transportation Funding (MTF) by 2030.
2. Increase Municipal Employee Retirement System (MERS) to an 80% funded level by December 2023.
3. Increase Municipal Employee Retirement System (MERS) to a %100 funded level by December 2030.
4. Increase contributions to building fund once MERS attains 80% funded level (Goal #2).
5. Maximize MDOT and various grant funding for bridge and road projects.

Appendix 1: Amber Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Amber Township provided the following information to be addressed during the planning process:

Amber Township

Mr. James Gallie Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

During the past ten years, Amber Township has experienced a moderate residential population increase. Although the commercial and business growth is on a slower pace than the previous ten years, the business growth will most likely continue to grow, mainly along the US-10 corridor. With that growth will come increased local and tourist traffic which will result in more congestion and more associated traffic crashes, injuries and fatalities. The US-10 corridor with its intersecting crossroads, the US-10-31 Bypass area, and the Freeway entry and exits, as well as all business driveways will continue to be areas with traffic issues.

The US-10 corridor, in Amber Township, continues to experience many fatal vehicle and fatal pedestrian accidents, as well as increased personal injury and property damage accidents. In an effort to decrease these accident numbers, the Amber Township Board of Trustees has been in contact with MDOT and the MCSD requesting increased posting of speed limit signage, better directional signage to Manistee and Traverse City, and traffic control devices such as, but not limited to, stop lights, warning lights prior to these stop lights which are about to turn red, and large highway symbols painted on the roadway surface of this stretch of highway, indicating highway number and directional arrows to other communities, especially at the Bypass.

Seven fatalities and numerous serious injury accidents have occurred along this US-10 corridor in just the last three years. It is a very busy area. The township is considering having more lighting installed in certain areas of this portion of US-10.

A new up-graded lift station, across from Lowe's, will be installed this winter. It will handle more sewage for corridor customers and future businesses in that area. Cost is nearly \$450,000 for Amber. The township has also received notice of a 30-unit senior assisted living center being built south of Goodwill Industries, and possibly two gas station/restaurant party stores on US-10.

Amber Township has several Agri-Tourism businesses in the area, being; the Amber Elk Farm on Conrad Road, the Trillium Creek Rustic Barn venue for weddings and gatherings, which is also on Conrad Road and Starving Artist Brewing, located on South Stiles Road. Amber Township also has four sand, topsoil and earth moving businesses; Sorensen's on First Street, Shillinger's on South Amber Road, Jacob's sand pit on Conrad Road, and CIS topsoil on North Brye Road, near Meijer's store. All of the above businesses increase traffic numbers, but the large loaded trucks are particularly hard on the road surfaces.

Appendix 1: Amber Township

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

Paving several secondary gravel roads and improving the remaining gravel roads with slag will be a priority. Paving First Street, from Stiles Road to just west of Brye Road, including the turn-around, is a must. We then can complete Johnson Road paving from Brye Road eastward to the By-Pass. These two paved roads would be suitable for evacuation routes, and would be good routes to use when a situation requires part/all of US-10 to be closed to through traffic. This happens yearly.

Resurface north/south roads; Dennis Rd., Brye Rd., Amber Rd., Gordon Rd. Asphalt overlay. Resurface Conrad Rd. with sealcoat or overlay of asphalt.

Complete Hansen Rd. rebuild: MCRC 2020

Rebuild S. Stiles Rd. from US-10 to Conrad Rd.: MCRC 2021

Improve all Railroad track crossings: Amber Rd., Stiles Rd., Brye Rd., and maybe Quarterline.

Pave Decker Rd. from Stiles Rd. to Amber Rd. and from LaSalle Rd. to US-31. Share cost with Victory Twp.

Attempt to establish a paved connector road from Animal Control, at the north end of Meyers Rd., eastward to the intersection of Brye Rd. and Johnson Rd. This will really help alleviate much of the traffic on US-10 that goes between Wal-Mart and the Meijer's store area, and all of the other businesses near those two stores.

Pulling shoulders and ditching areas that need it, even paved roads, will help prevent damage and reduce costs of repairs.

Eliminate the ponding of water at the N.E. corner of Stiles Rd. and US-10. Small ditching to let water go over the lip, will help immensely to keep it dryer and prevent a very icy spot during cold weather.

Continue the good job of pot-hole fixing, spillway cleaning and tree trimming and culvert replacing and mowing and grading and plowing and sanding and all the dozens of other things that are done for us. Also, keep up the great communications with all of us township boards and the progressive future planning that is taking place at the MCRC by the Board and the Administration. Compliments to the field supervision staff and all workers, in the shop and out in the field, that make our roads safe and serviceable under trying conditions. Great work!

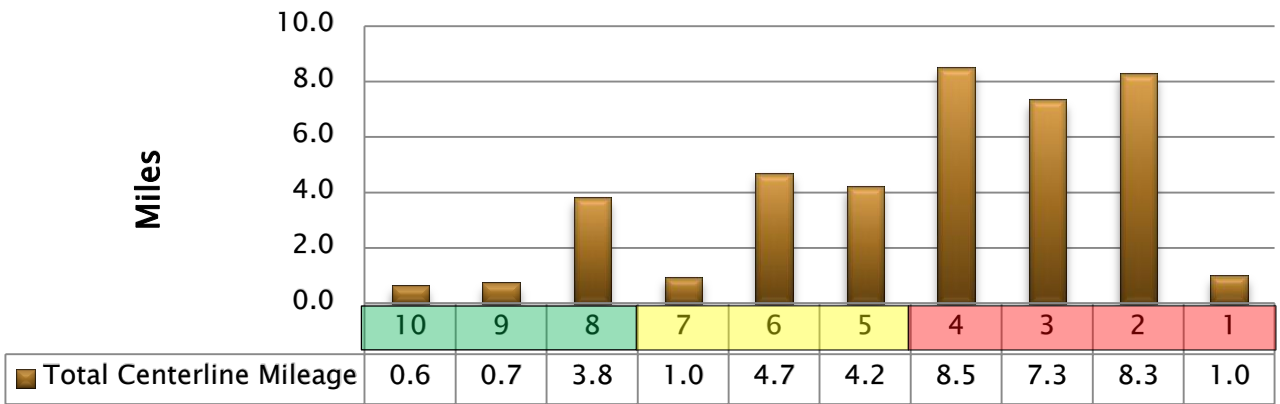
DISCUSSION HIGHLIGHTS

Amber Township will be putting on an addition to the Townhall and a new Fire Station may be built on the US-10 corridor in the future, as well as several more fire hydrants.

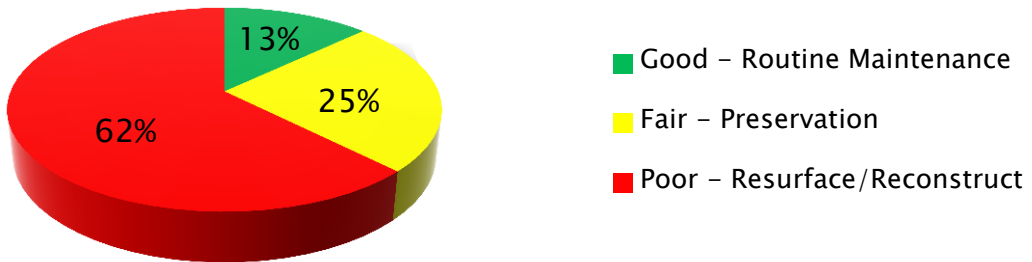
Appendix 1: Amber Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

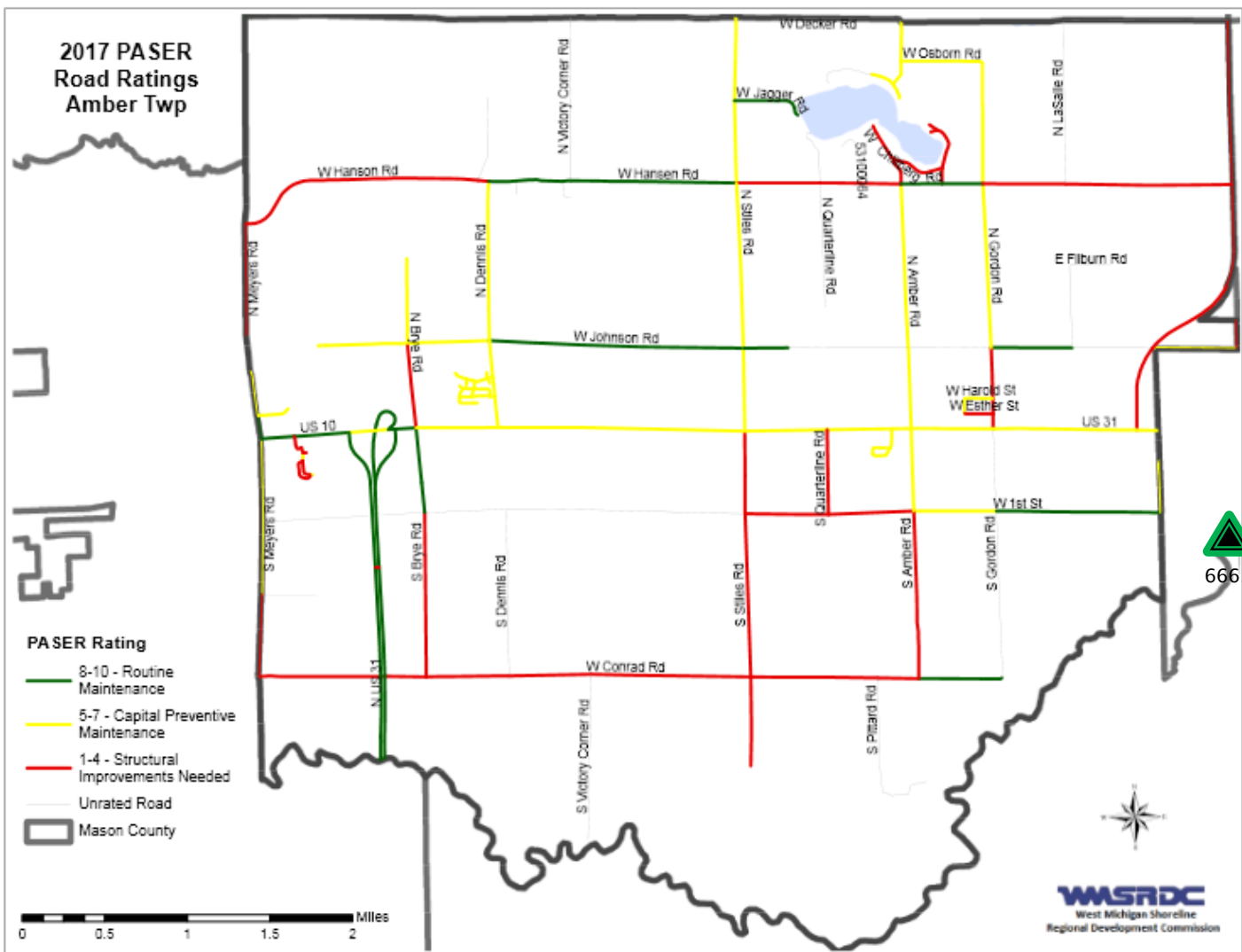
Paser Rating – Amber Twp



Road Condition Percentage (PASER Rating)



Appendix 1: Amber Township PASER & Bridge Map



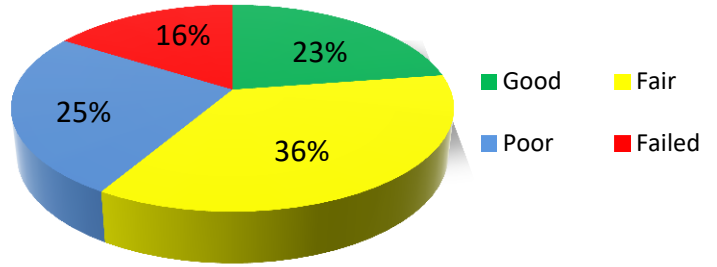
Bridge Information:
STRU 6663, Condition 7, Open

Total Centerline Miles:
 Asphalt - 46.55 miles
 Composite - .87 miles
 Concrete - 1.10 miles
 Graded Earth - .45 miles
 Gravel (not rated) - 18.38 miles

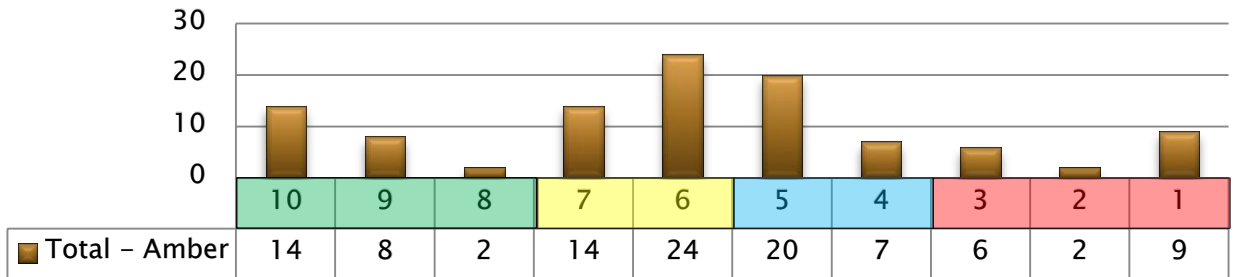
Appendix 1: Amber Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory – Amber Twp



Appendix 1: Amber Township (Cont)

Currently Projected Projects (Roads)

- Stiles Rd from US-10 to Sugar Grove Rd-Crack Seal. 2P Sugar Grove Road from Stiles to US-31-Wedge & Overlay 3P Scottville Road from Johnson to US-31- Mill and fill. MDOT Share: \$250,000. MCRC Share: \$165,000. (2019)
- Hansen Road from East of Meyers Road to Dennis Road to an All-Season Road. MDOT Share: \$375,000. MCRC Share: \$445,000 (2020)
- RTF-Reconstruct Hansen Road from Stiles Road to Amber Road. MDOT Share \$520,000. MCRC \$130,000 (2020)
- RTF-Reconstruct Hansen Road from LaSalle to US-31. MDOT Share: \$520,000. MCRC \$130,000. (2020)
- Stiles Road - between US-10/31 and Conrad Road - widening with HMA, tree removal and grade change (2021)

Currently Projected Projects (Bridges)

- None

Appendix 2: Branch Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Amber Township provided the following information to be addressed during the planning process:

Branch Township

Mr. Michael Shoup Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

No Input

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

No Input

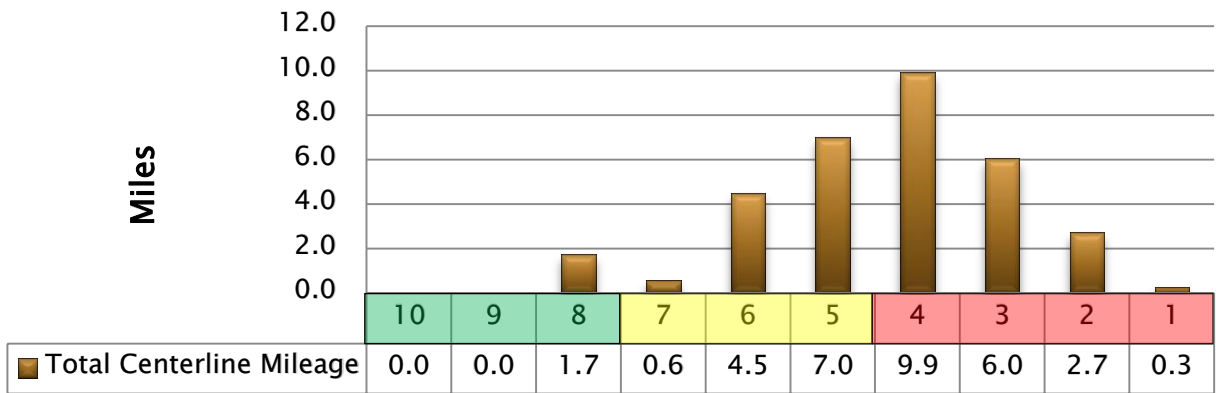
DISCUSSION HIGHLIGHTS

No Input

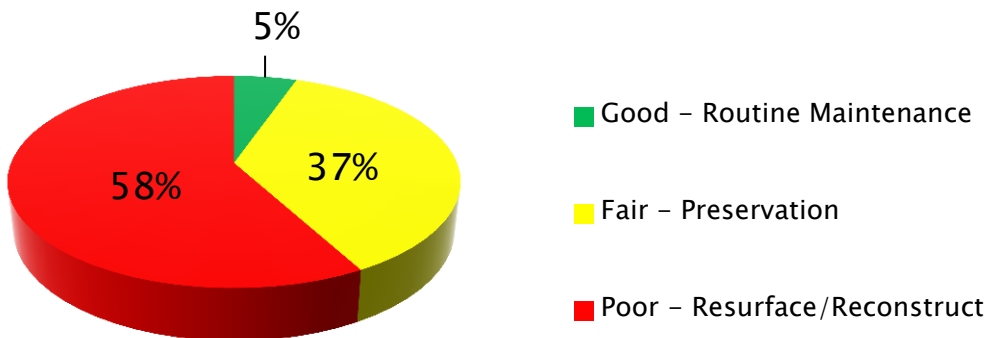
Appendix 2: Branch Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

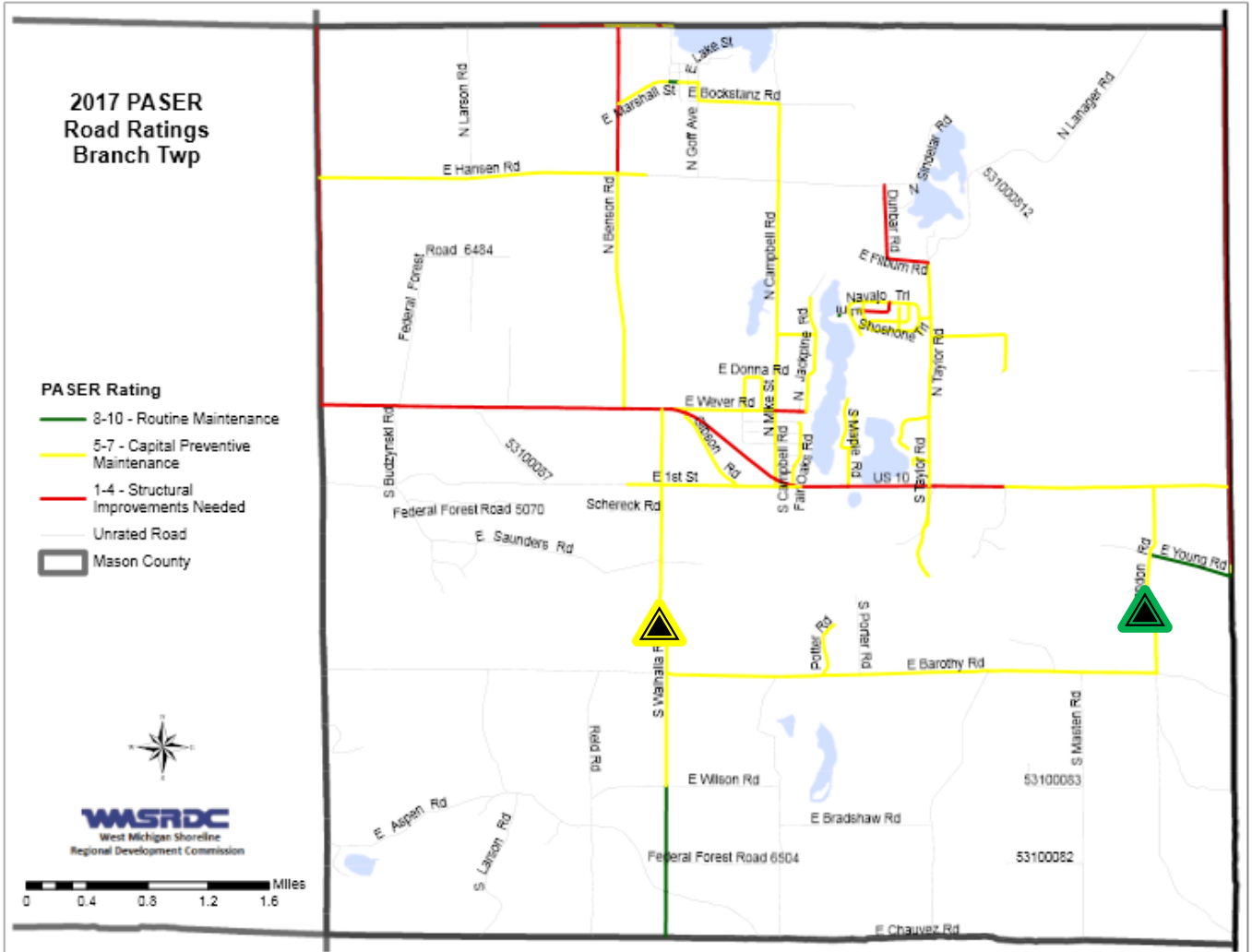
Paser Rating – Branch Twp



Road Condition Percentage (PASER Rating)



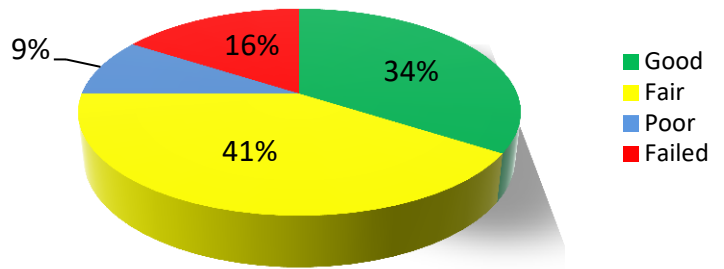
Appendix 2: Branch Township (PASER & Bridge Map)



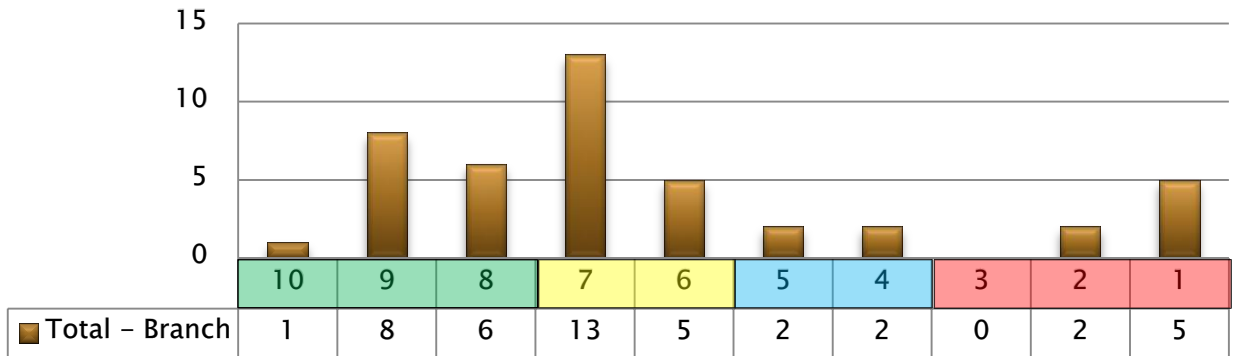
Appendix 2: Branch Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan’s Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory – Branch Twp



Appendix 2: Branch Township

Currently Projected Projects (Roads)

- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2019)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2020)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2021)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2022)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2023)
- Reconstruct Sugar Grove – Taylor–Decker Roads to hard surface from Campbell Road to the Mason/Lake county line (TBD)

Currently Projected Projects (Bridges)

- Remove and Replace the Benson Road Crossing of the Weldon Creek in Branch Township. (2023)

Appendix 3: Custer Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Amber Township provided the following information to be addressed during the planning process:

Custer Township

Mr. Mark Anderson Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

Custer Township has seen minimal growth in both residential and/or new business development. Our projections for the future are expected to mirror the last 10 years. The Township is constrained in its funding of road repair due to the Townships budget constraints.

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

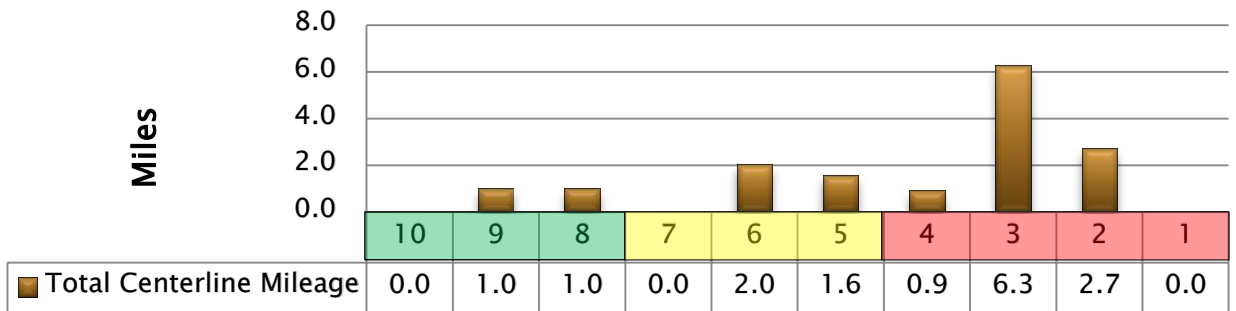
The following is a list of long-range priorities for Custer Township:

1. Street sign at Stephens & Decker
2. Ditching and drainage improvements township wide
3. Pulling of shoulders and crowning of roads Township wide
4. Continuing brining of roads and the township would eagerly support more cost sharing from the county
5. Wilson Road to Scottville road overlay and wedging
6. Conrad Road-- Tuttle to Scottville overlay and wedging
7. Drainage issue corrected at Hansen & Bean road
8. Darr road drainage (North of Wilson to top of hill)
9. Wilson road (Custer road to Stephens road) overlay & wedging
10. Wilson road east Stephens -grading, repair and stone

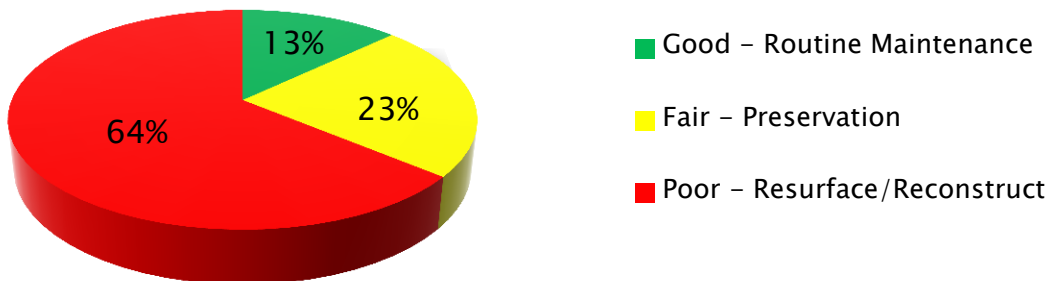
Appendix 3: Custer Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

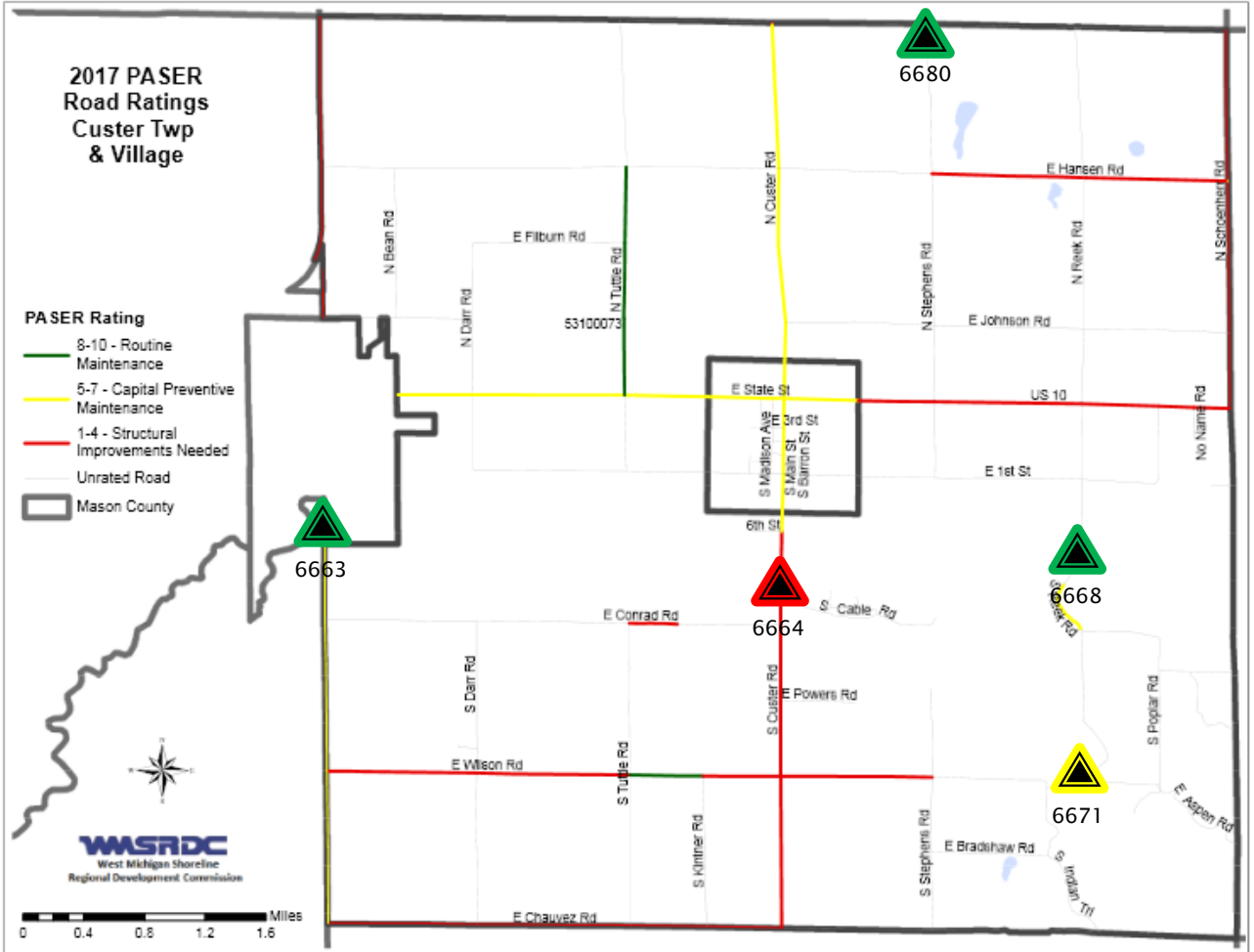
Paser Rating – Custer Twp



Road Condition Percentage (PASER Rating)



Appendix 3: Custer Township PASER & Bridge Map



Bridge Information:

- ▲ STRU 6680, Condition 9, Open
- ▲ STRU 6668, Condition 7, Open
- ▲ STRU 6663, Condition 7, Open
- ▲ STRU 6671, Condition 4, Open
- ▲ STRU 6664, Condition 3, Deck Rehab 2018

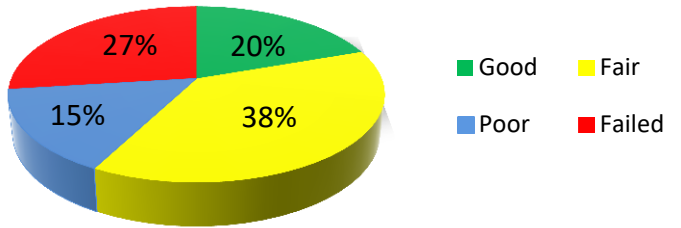
Total Centerline Miles:

- Asphalt - 37.76 miles
- Graded Earth - 3.42 miles
- Unimproved Earth - 3.44 miles
- Sealcoat Std - 1.117 miles
- Gravel (not rated) - 47.20 miles

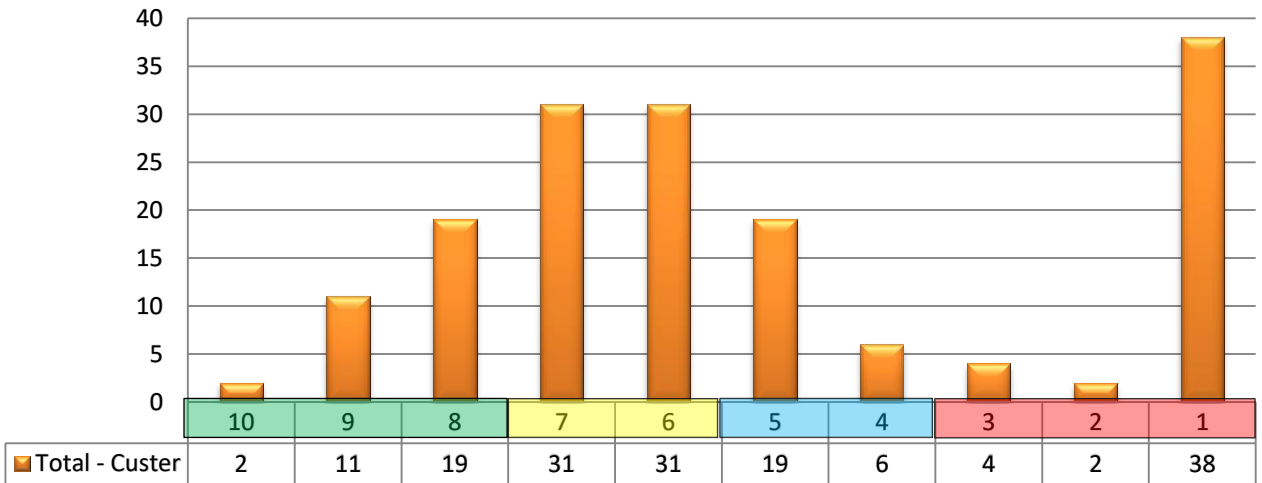
Appendix 3: Custer Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Custer Twp



Appendix 3: Custer Township

Currently Projected Projects (Roads)

- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2019)
- 7P South Custer Road from Conrad Road to Wilson Road for one (1) mile. Wedge, lip gutter and replace tube. (2019)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2020)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2021)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2022)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2023)
- Reconstruct Hawley Road from Stiles Road to Custer Road to an All-Season Secondary Commercial Road (TBD)
- Reconstruct Custer Road from US-10 to Sugar Grove Road to an All-Season Secondary Commercial Route (TBD)
- Reconstruct Custer Road to an All-Season Secondary Commercial Route from Fountain Road to Sugar Grove Road (TBD)

Currently Projected Projects (Bridges)

- None

Appendix 4:

Eden Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Eden Township provided the following information to be addressed during the planning process:

Eden Township

Mr. Roger Nash Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

Eden Township does not expect to see a significant amount of growth which would cause major road construction or maintenance. The Township lacks the funds for any new paved roads. Requests to maintain gravel roads will continue.

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

The following is a list of long-range priorities for Eden Township:

1. Continue to maintain the gravel road maintenance program throughout the Township.
2. Selective ditching and draining improvements
3. Ditching and drainage improvements: Clean out culverts and cross-culverts.
4. Pull in shoulders where necessary
5. Stop erosion on Sippy Road and Darr Road intersection.

Eden Township has kept on top of it's gravel road maintenance and for the next few years Spot only maintenance on select roads will be required. Eden will continue to request a complete brining of all gravel roads and a Piggyback brining of high traffic roads.

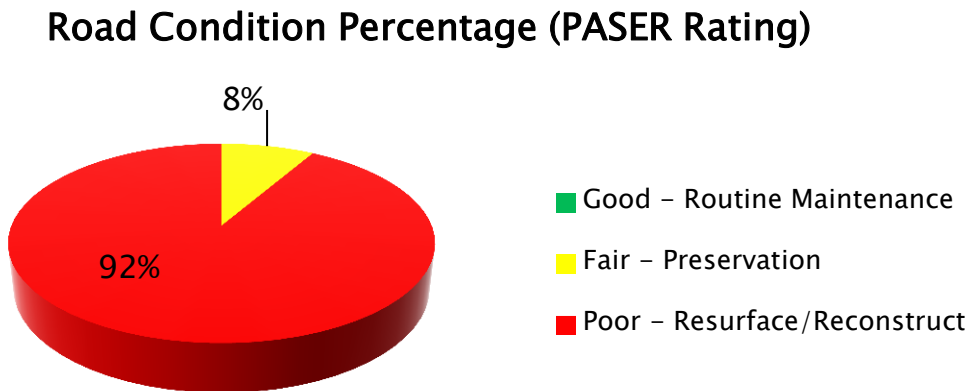
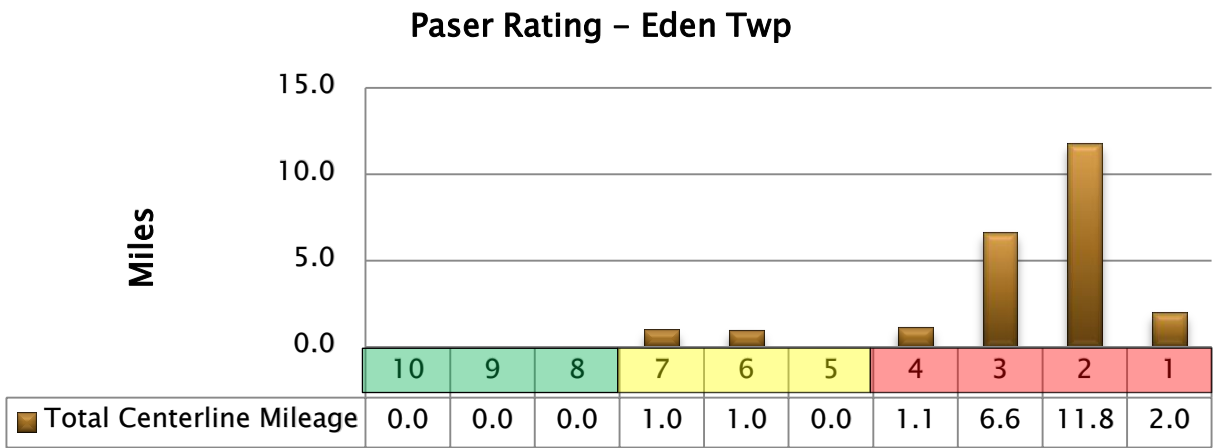
DISCUSSION HIGHLIGHTS

The Township supports the brining program but would like to see more cost sharing for brining. The Township spends the maximum amount allowed by it's budget each year for road maintenance. When the Road Commission increases the cost sharing amount allocated to the Township we do not have the funds to increase our road maintenance budget to take advantage of this. Other small Townships have this same problem.

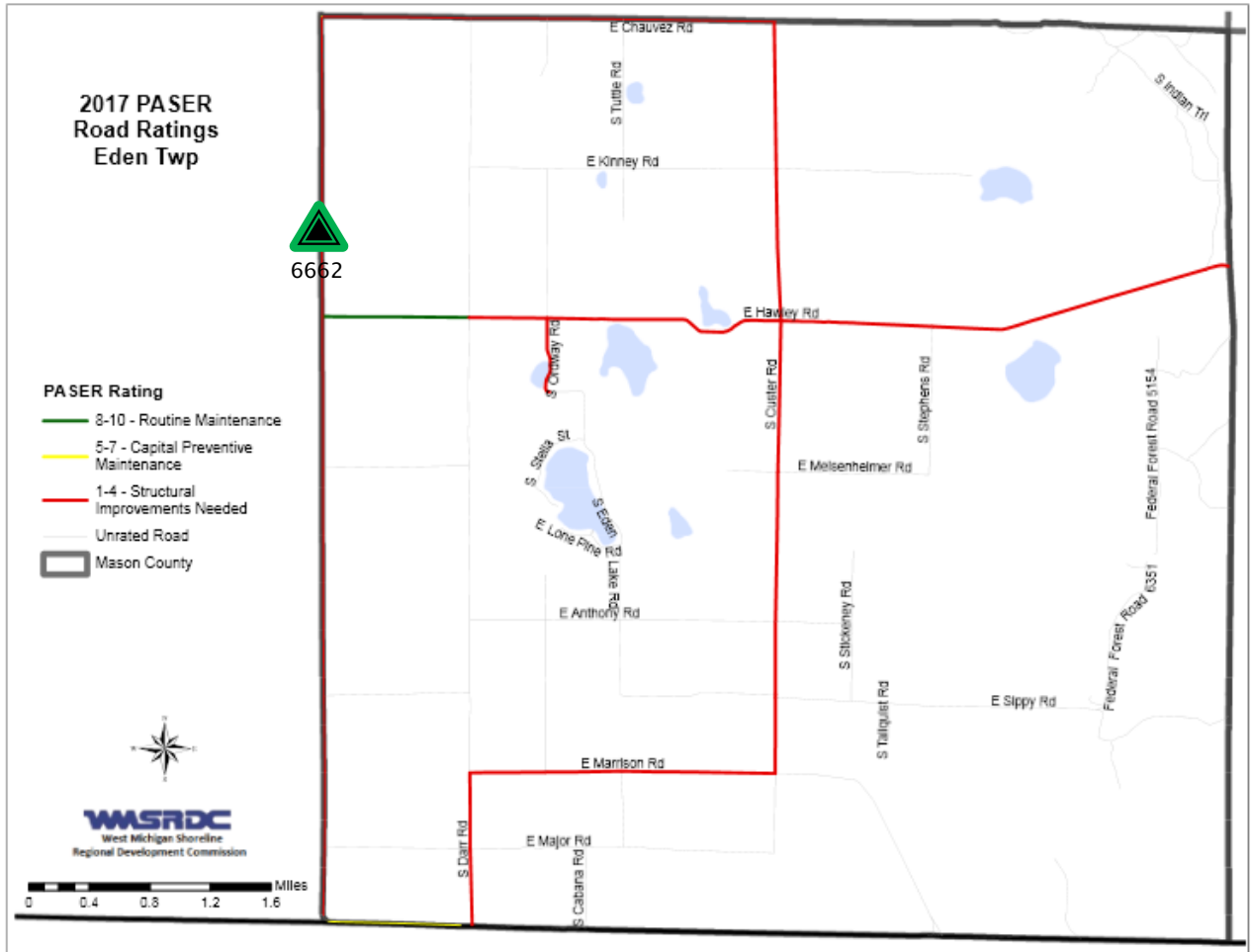
The Township would like to see more maintenance on blow holes. These are usually graded over a they quickly reappear. We would like to see a program that addresses this, not only for Eden but other Townships.

Appendix 4: Eden Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.



Appendix 4: Eden Township PASER & Bridge Map



Bridge Information:

▲ STRU 6662, Condition 6, Open

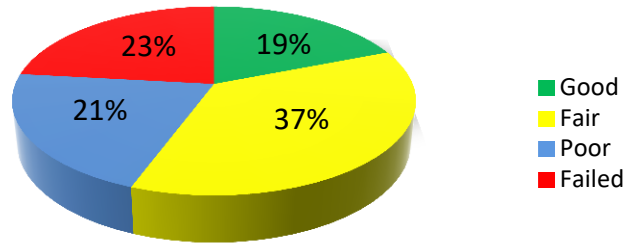
Total Centerline Miles:

Asphalt – 23.519 miles
 Graded Earth – 2.60 miles
 Unimproved Earth – .394 miles
 Gravel (not rated) – 43.72 miles

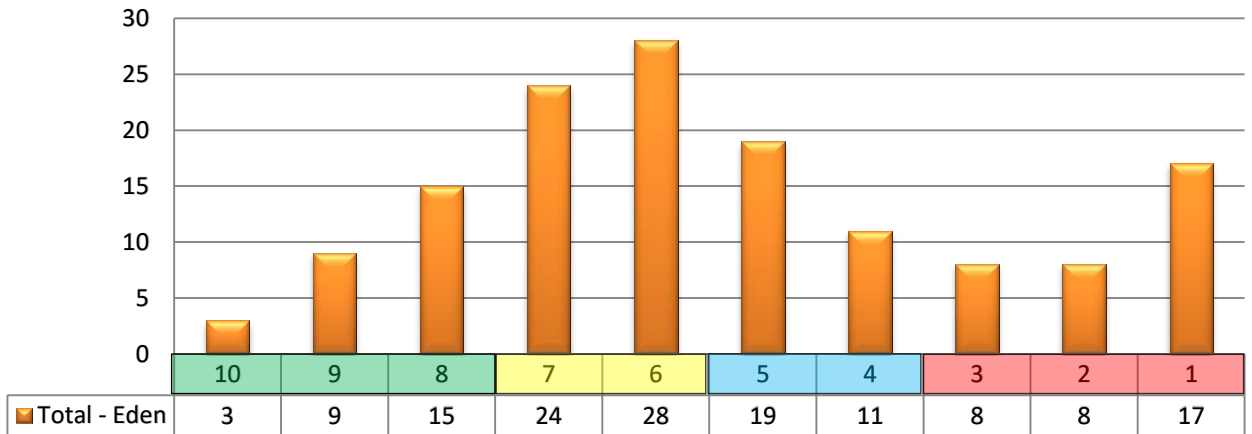
Appendix 4: Eden Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Eden Twp



Appendix 4: Eden Township Projects

Currently Projected Projects (Roads)

- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2019)
- 4P Custer Road from Chauvez Road to Hawley Road for Two (2) miles. HMA Overlay. (2019)
- South Scottville Road from Chauvez to Washington Road. Wedging. 6 miles. (2020)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2021)
- South Scottville Road from Chauvez to Washington Road. Chip seal and Fog. 6 miles. (2021)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2023)
- Reconstruct Hawley Road from Stiles Road to Custer Road to an All-Season Secondary Commercial Road (TBD)

Currently Projected Projects (Bridges)

- None

Appendix 5: Free Soil Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Free Soil Township provided the following information to be addressed during the planning process:

Free Soil Township

Mr. Gregg Surma Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

No Input

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

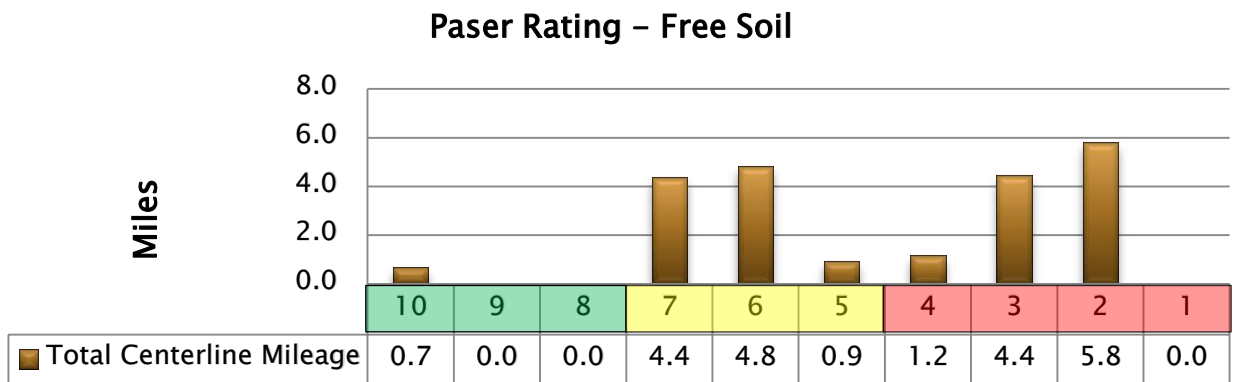
No Input

DISCUSSION HIGHLIGHTS

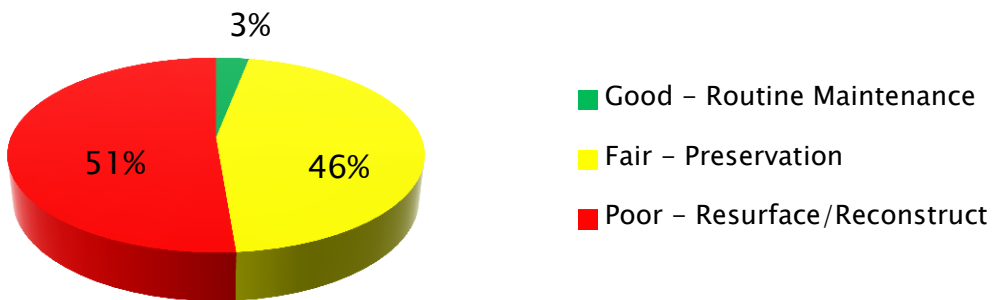
No Input

Appendix 5: Free Soil Township PASER Ratings

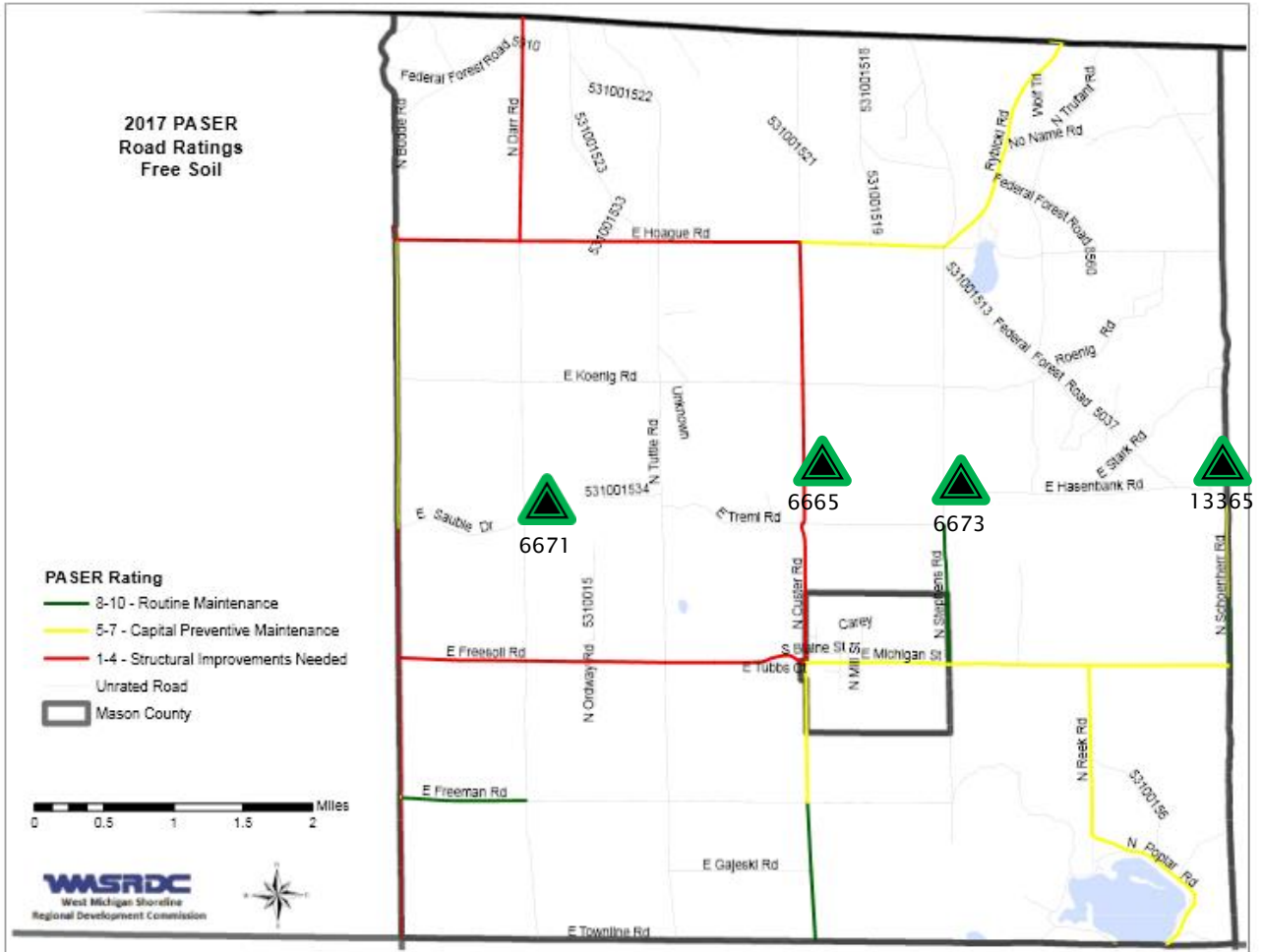
- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.



Road Condition Percentage (PASER Rating)



Appendix 5: Free Soil Township PASER & Bridge Map



Bridge Information:

- ▲ STRU 13365, Condition 7, Open
- ▲ STRU 6673, Condition 9, Open
- ▲ STRU 6665, Condition 5, Open
- ▲ STRU 6672, Condition 8, Open

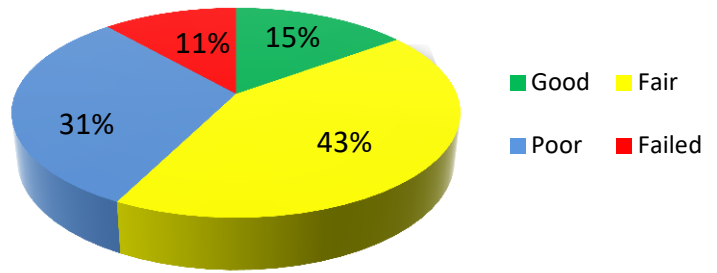
Total Centerline Miles:

- Asphalt - 37.76 miles
- Graded Earth - 3.42 miles
- Unimproved Earth - 3.44 miles
- Sealcoat Std - 1.117 miles
- Gravel (not rated) - 47.20 miles

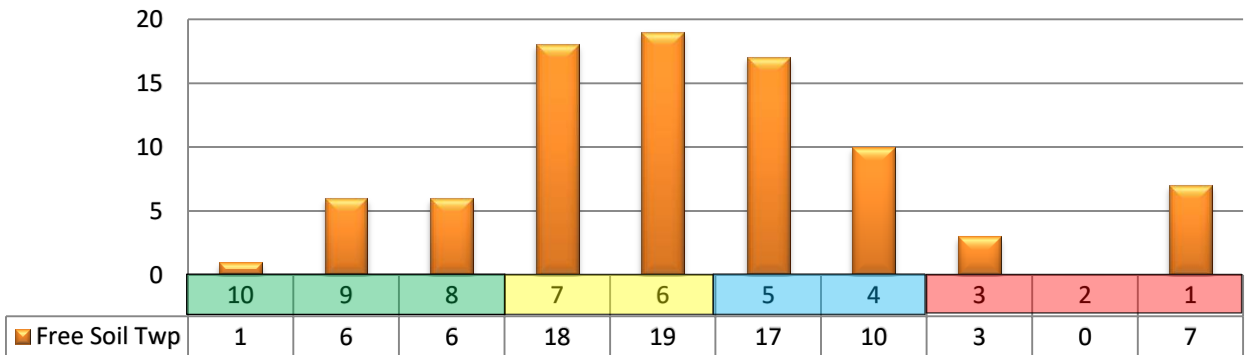
Appendix 5: Free Soil Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Free Soil Twp



Appendix 5: Free Soil Township Projects

Currently Projected Projects (Roads)

- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2020)
- RTF– Hoague Road from US-31 to Darr. MDOT \$440,000. MCRC \$110,000. (2021)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2022)
- Reconstruct Free Soil Road to an All-Season Secondary Commercial Route from Custer Road west thru the curves (TBD)

Currently Projected Projects (Bridges)

- None

Appendix 6: Grant Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Grant Township provided the following information to be addressed during the planning process:

Grant Township

Mr. Robert Rakowski Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

No Input

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

No Input

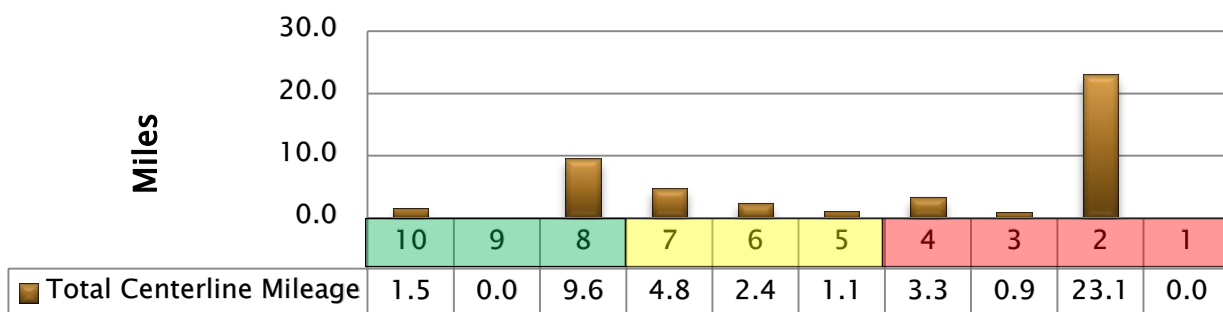
DISCUSSION HIGHLIGHTS

No Input

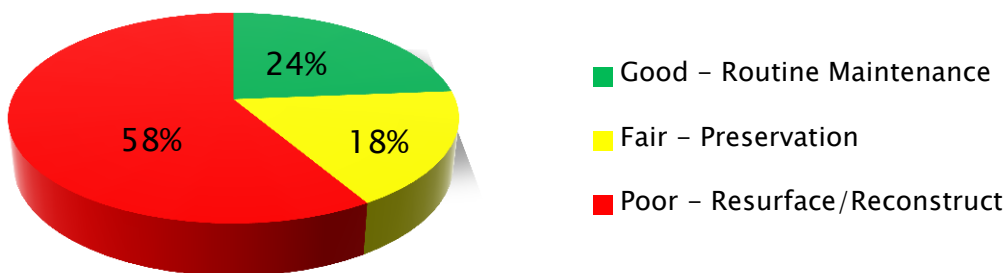
Appendix 6: Grant Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road’s surface condition. PASER is supported by Michigan’s Transportation Asset Management Council (TAMC) for statewide application.

Paser Rating – Grant



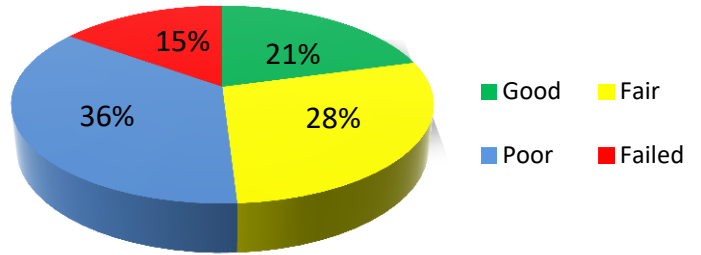
Road Condition Percentage (PASER Rating)



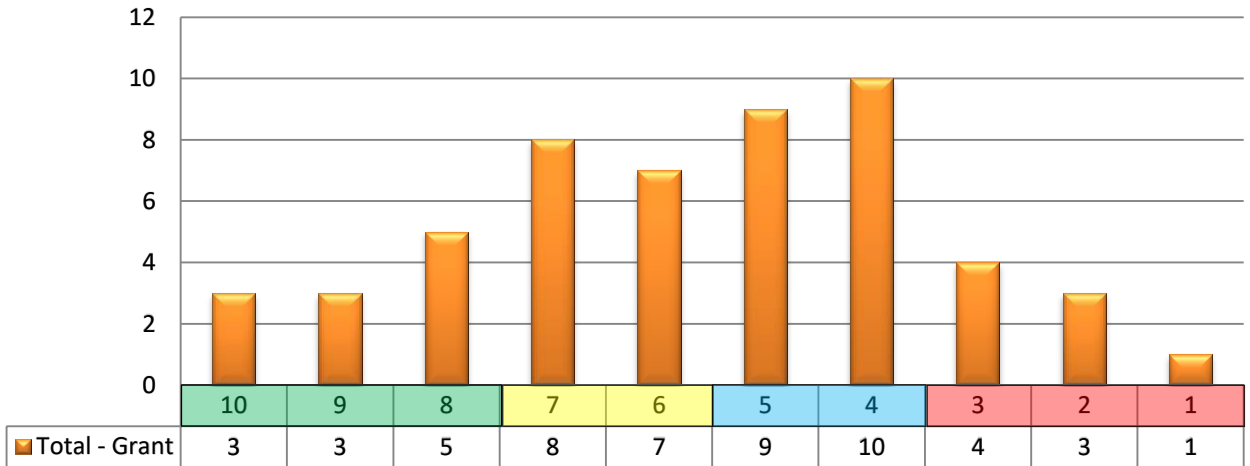
Appendix 6: Grant Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Grant Twp



Appendix 6: Grant Township Projects

Currently Projected Projects (Roads)

- Quarter line Road Bridge scour repair. HMA Wedging. (2019)
- Townline Road from US-31 to Quarterline for 2.5 miles. Ditching and placement of gravel surface. (2019)
- Quarterline Road from Townline to Countyline for 6.8 miles. Chip seal and fog seal. (2019)
- Townline Road from Stiles to Quarterline for .5 miles Chip seal and fog seal. (2019)
- Resurface Forest Trail from Quarterline Road to Morton Road. 2 Miles (2022)

Currently Projected Projects (Bridges)

- None

Appendix 7: Hamlin Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Hamlin Township provided the following information to be addressed during the planning process:

Hamlin Township

Mrs. Nancy Vandervest Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

Hamlin Township is the largest residential Township in Mason County and has experienced a lot of residential development over the past ten years. Hamlin Township has issued 82 zoning permits in the last two years for new homes.

From 2000 thru 2018, Hamlin Township issued 455 permits (new homes, including doublewides and modulars). The estimated average cost per dwelling in Hamlin Township last year was \$235,571. Hamlin Township's residential growth does not seem to be slowing down.

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

Continue to improve gravel roads throughout the township. Continue to brine each year. Along with paving and seal cost projects:

Road work in the near future:

Stearns

Ehler

Beaune (do in stages) first mile first;

Dewey Road (short section after you cross Stearns) towards lake

Eleventh Street (Starting east off Lakeshore Drive continuing to top of hill)

Fix the end of Fourth Street (Fourth and Stearns)

Jagger Road (East off JEbavy Drive)

Continue to improve Piney Ridge Road in stages (approved first 800' feet in 2019)

Continue to improve the tree streets in Hamlin Lake Estates

Jackson Road drainage issue

Long term road improvements:

Mavis Road off N. Lincoln

Fountain Road; East off Jebavy Drive

Sherman Road; North off Dewey Road

Fisher Road; East off Jebavy Drive

No Name Road

Presidential Estates Roads

Sugar Grove Road

Appendix 7: Hamlin Township

STRATEGIC PLANNING

DISCUSSION HIGHLIGHTS:

Search for funding opportunities for Nurnberg Road. Nurnberg Road is unique. The road is located in Grant Township however the major of the residents (properties) that live off Nurnberg Road are located in Hamlin Township. Victory Township has approximately 25 parcels that use Nurnberg Road for access. Also located at the end of Nurnberg Road is the Federal Park.

See lines re-painted on road ways after projects or general maintenance.

See cold patching improvements; Seek better ways for the cold patch to hold in the holes

2020 Road Projects

Jackson Road drainage issue

Seal coat

Beaune Road (first mile) North off Angling

Dewey Road (short section after you cross Stearns) towards lake

Jagger Road (East off Jebavy Drive)

Stearns

Ehler

Piney Ridge Road – Starting 1.5 miles continuing north 1.5 miles.

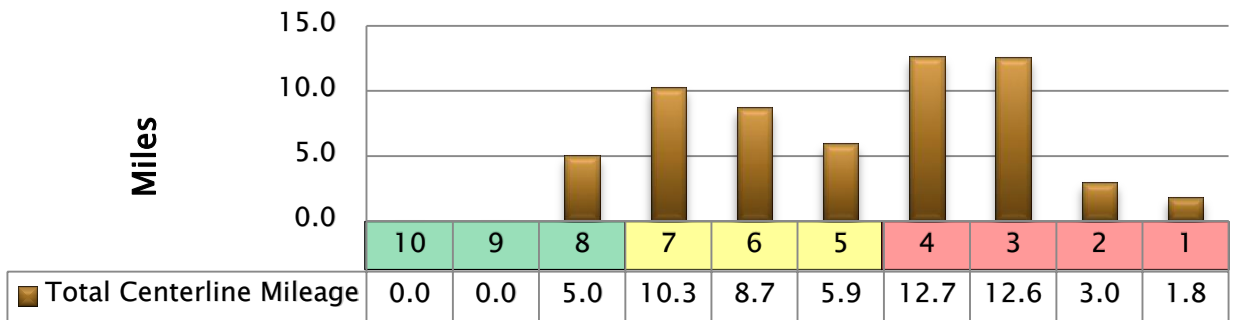
Brining – 2 mineral brines

14.29 miles

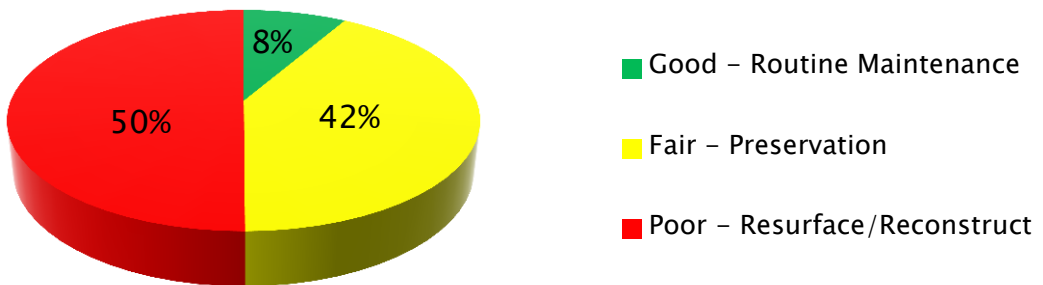
Appendix 7: Hamlin Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Paser Rating – Hamlin



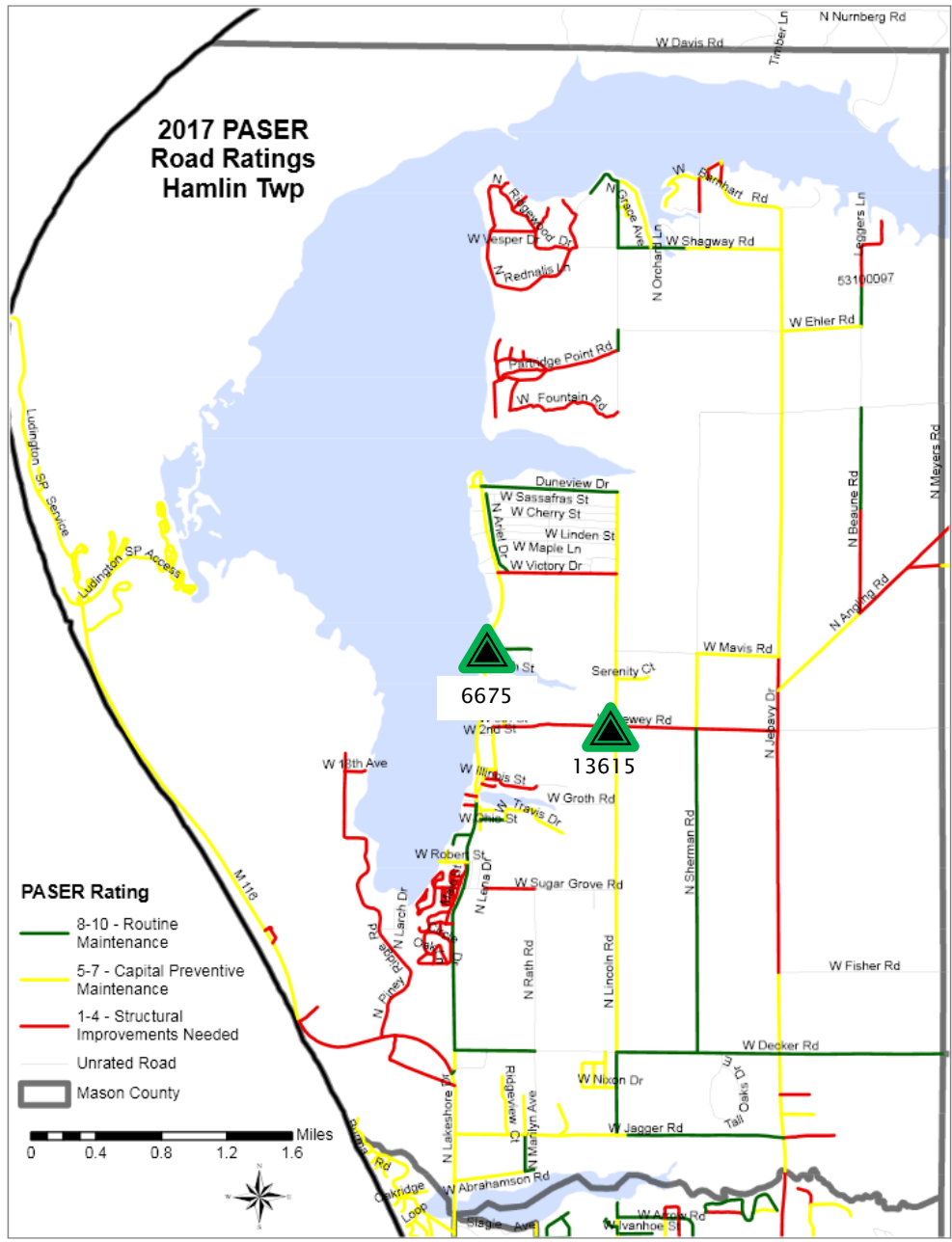
Road Condition Percentage (PASER Rating)



Appendix 7: Hamlin Township PASER & Bridge Map

Total Centerline Miles:
 Asphalt - 59.89 miles
 Graded Earth - 1.86 miles
 Unimproved Earth - .92 miles
 Sealcoat Std - .5 miles
 Gravel (not rated) - 22.84 mi
 Composite - 4.02 miles

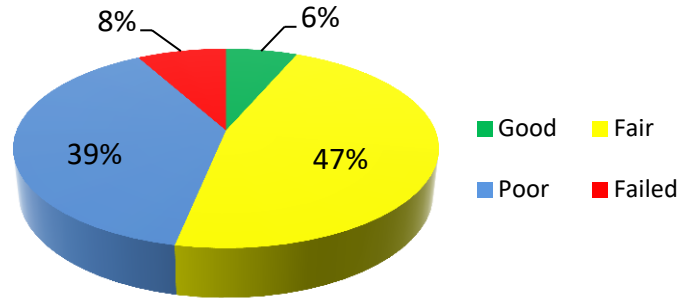
Bridge Information:
 STRU 6675, Condition 5,
 Open
 STRU 13615, Condition 8,
 Open



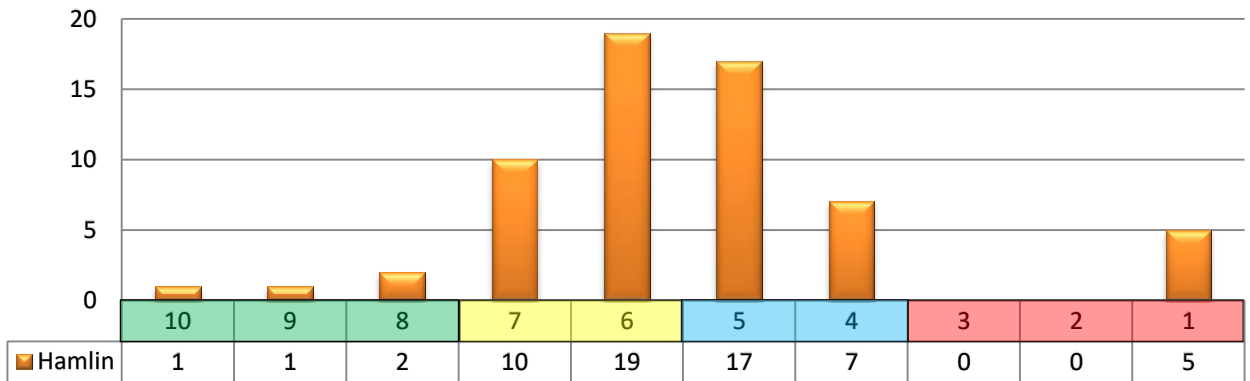
Appendix 7: Hamlin Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Hamlin Twp



Appendix 7: Hamlin Township Projects

Currently Projected Projects (Roads)

- None

Currently Projected Projects (Bridges)

- None

Appendix 8: Logan Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Logan Township provided the following information to be addressed during the planning process:

Logan Township

Mr. Bruce Burke Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

No Input

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

No Input

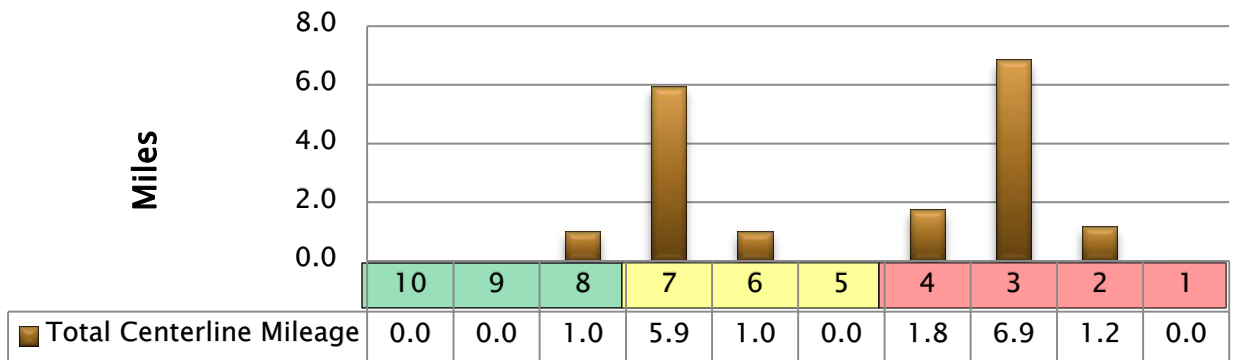
DISCUSSION HIGHLIGHTS

No Input

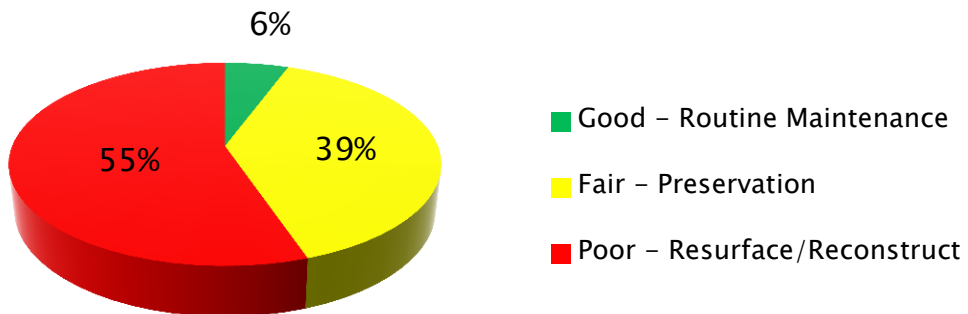
Appendix 8: Logan Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

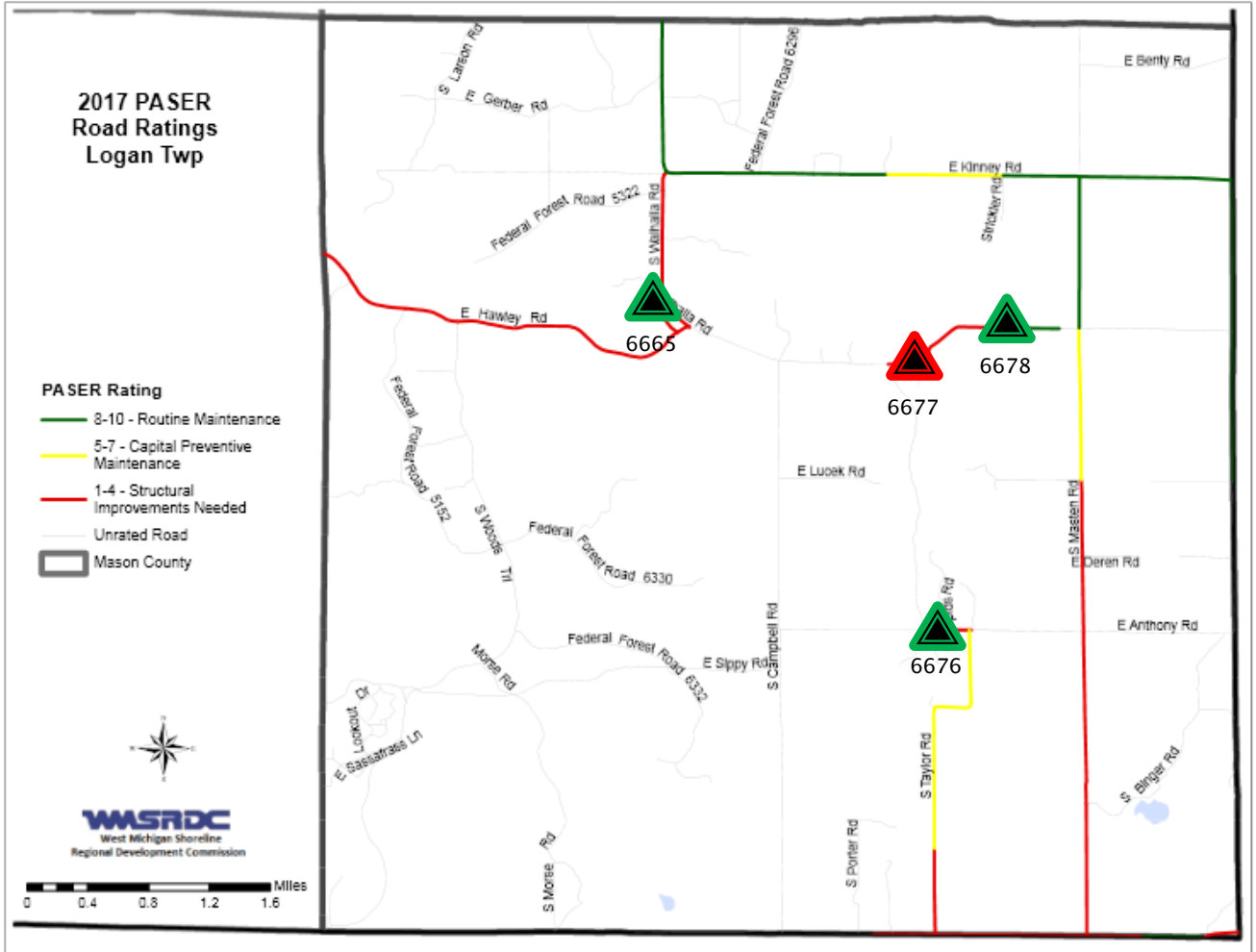
Paser Rating – Logan



Road Condition Percentage (PASER Rating)



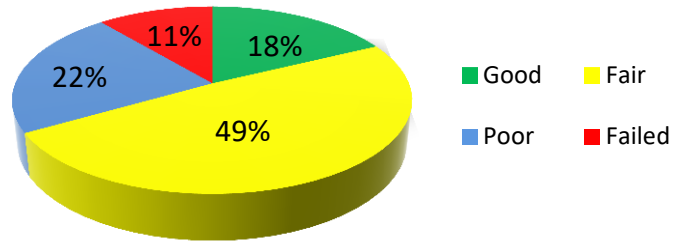
Appendix 8: Logan Township PASER & Bridge Map



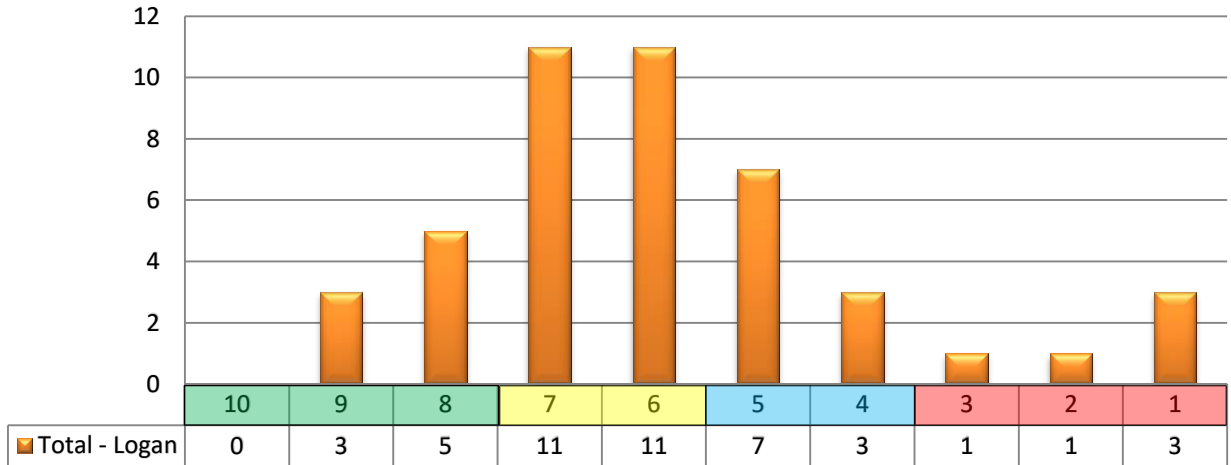
Appendix 8: Logan Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Logan Twp



Appendix 8: Logan Township Projects

Currently Projected Projects (Roads)

- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2019)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2021)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2023)
- Reconstruct Masten Road from Hawley Road North to Kinney Road (TBD)
- Reconstruct Masten Road from Washington Road North to Kinney Road (TBD)

Currently Projected Projects (Bridges)

- None

Appendix 9: Meade Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Meade Township provided the following information to be addressed during the planning process:

Meade Township

Mrs. Lois Krepps Township Supervisor

10 YR STRATEGIC ROAD PLAN/2020-2030

PRIMARY ROADS: MEADE TOWNSHIP WILL NOT ADDRESS PRIMARY ROADS AS THEY ARE NOT IN OUR PURVIEW AND TO DO SO WOULD BE INAPPROPRIATE.

SECONDARY ROADS: WITH LIMITED REVENUE (1.5 MILLION TV), OUR GOAL IS TO KEEP THESE ROADWAYS IN GOOD MAINTENANCE AND TROUBLE SPOTS ADDRESSED. CONTINUE BRINE APPLICATIONS.

2020/REID ROADS TO TWP LINE- FINISH PHASE 2 & 3 OF CONTRACTED PROJECT.

2020/ POMEROY SPRINGS-NOT A SEASONAL ROAD WITH PERMANENT RESIDENTS AND IS NOT RECEIVING MAINTENANCE OF ANY KIND FROM MCRC. THIS NEEDS TO BE ADDRESSED! RESIDENTS ONE END HAVE NOT COMPLAINED BUT RESIDENT ON WEND WANTS SUPPORT.

2020/2030- SCHOENHERR, BUDZYNSKI & REID. RESURFACE WHEN NECESSARY AND FUNDS ALLOW.

2020/2025-BUDZYNSKI N OF BENNETT. NEEDS GRAVEL.

2020/2025-BENNETT. PRONE TO BLOW-HOLES.

2020/2030-HASENBANK & LARSON. KEEP MAINTAINED

2020/2030-CAMPBELL S OF FREE SOIL, POLE BRIDGE, YONKER & FREEMAN, THESE NEED MAJOR WORK TO KEEP THEM PASSABLE.

2020/2030-TAYLOR, HOAGUE & KOENIG. SEASONAL WITH NO PERMANENT RESIDENTS BUT DOES HAVE DWELLINGS.

2020/2030-MASTEN. SEASONAL WITH PERMANENT RESIDENT. KEEP MAINTAINED.

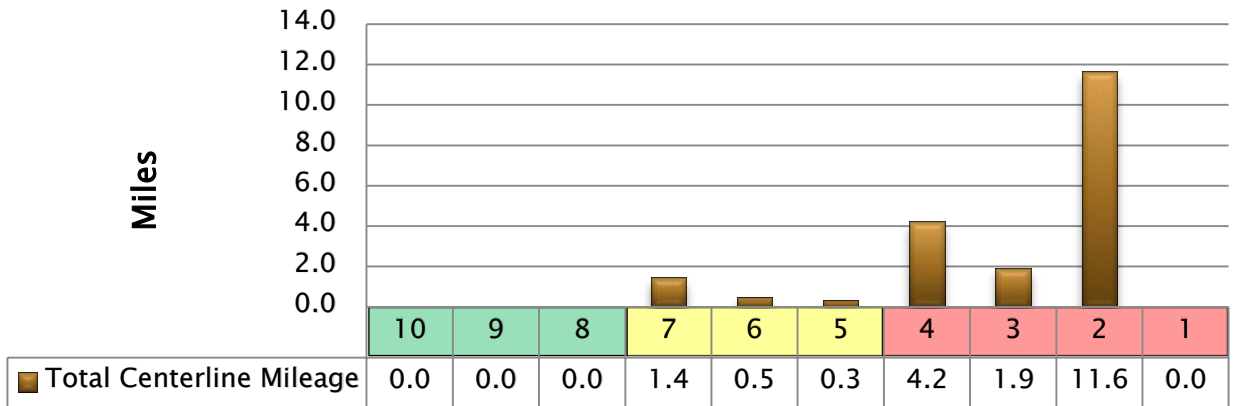
2020/2030-BENSON. VERY SANDY, NEEDS FREQUENT GRADING.

2020/2030-STARK. KEEP MAINTAINED FOR RESIDENTS.

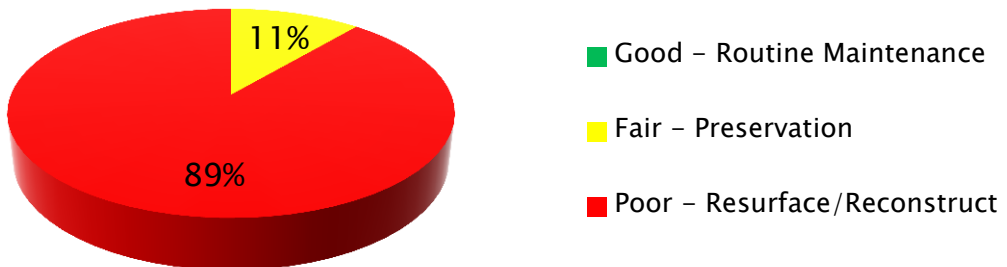
Appendix 9: Meade Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

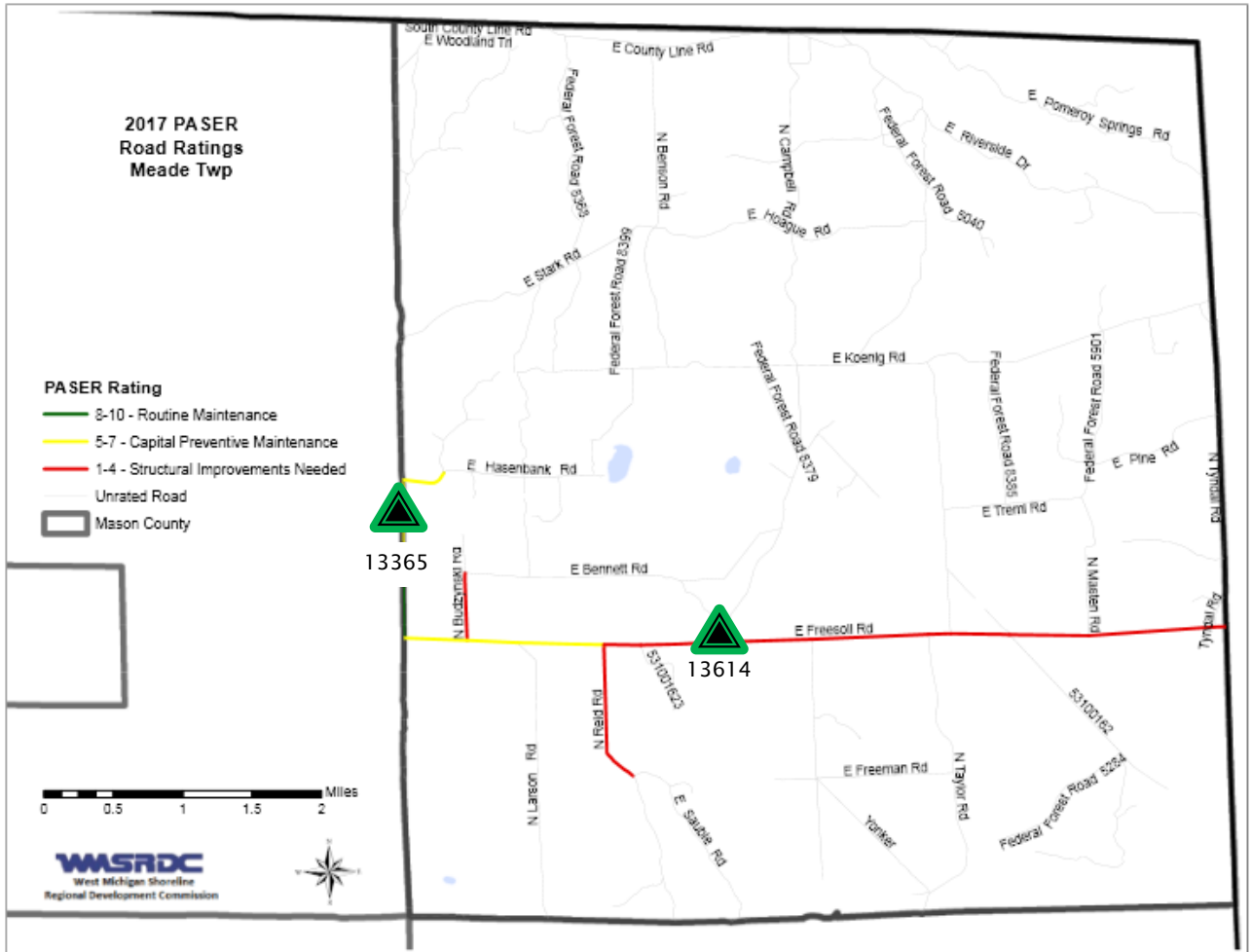
Paser Rating – Meade



Road Condition Percentage (PASER Rating)



Appendix 9: Meade Township PASER & Bridge Map



Bridge Information:

- ▲ STRU 13365, Condition 7, Open
- ▲ STRU 13614, Condition 6, Open

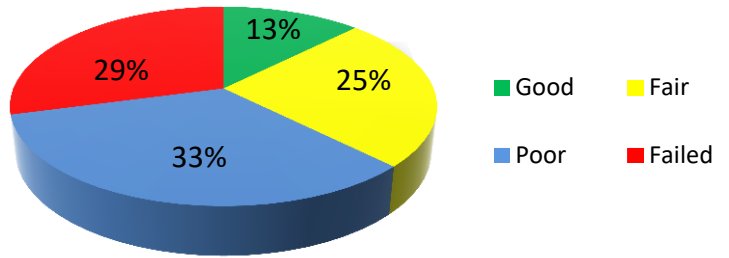
Total Centerline Miles:

- Asphalt - 8.923 miles
- Graded Earth - 12.179 miles
- Unimproved Earth - .151 miles
- Gravel (not rated) - 73.42 miles

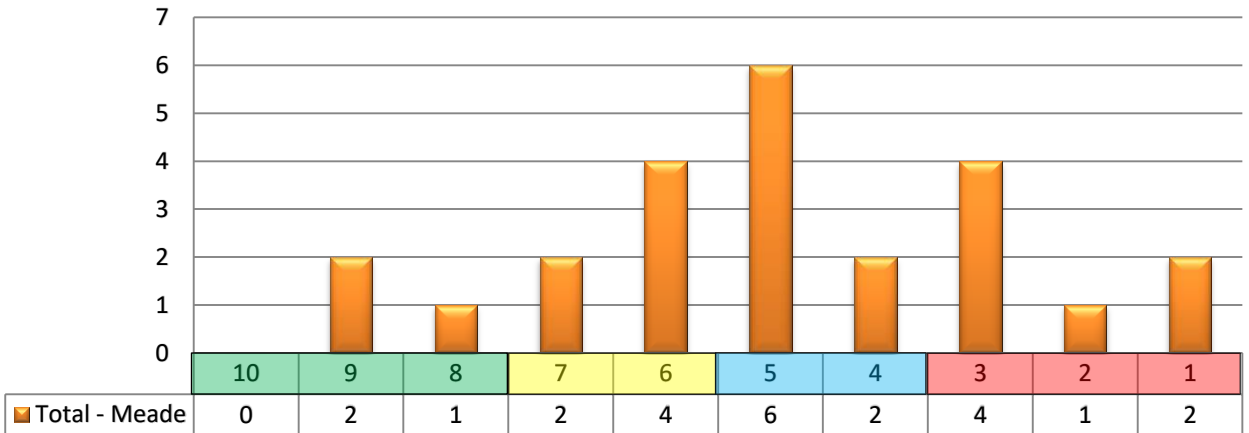
Appendix 9: Meade Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Meade Twp



Appendix 9: Meade Township Projects

Currently Projected Projects (Roads)

- Riverside/Countyline. Fix drainage issues on first one (1) mile east of Campbell. Place 4" 22A 20' wide. 1,750 yards. (2019)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2020)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2022)
- Reconstruct Campbell Road to hard surface from Free Soil Road to the Mason/Manistee county line (TBD)
- Reconstruct County line Road to hard surface from Rybicki Road to Campbell Road (TBD)
- Reconstruct Riverside Drive to hard surface from Campbell Road to the Mason/Lake county line (TBD)

Currently Projected Projects (Bridges)

- A
- B
- C

Appendix 10: Pere Marquette Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Pere Marquette Township provided the following information to be addressed during the planning process:

Pere Marquette Township

Mr. Paul Keson Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

No Input

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

No Input

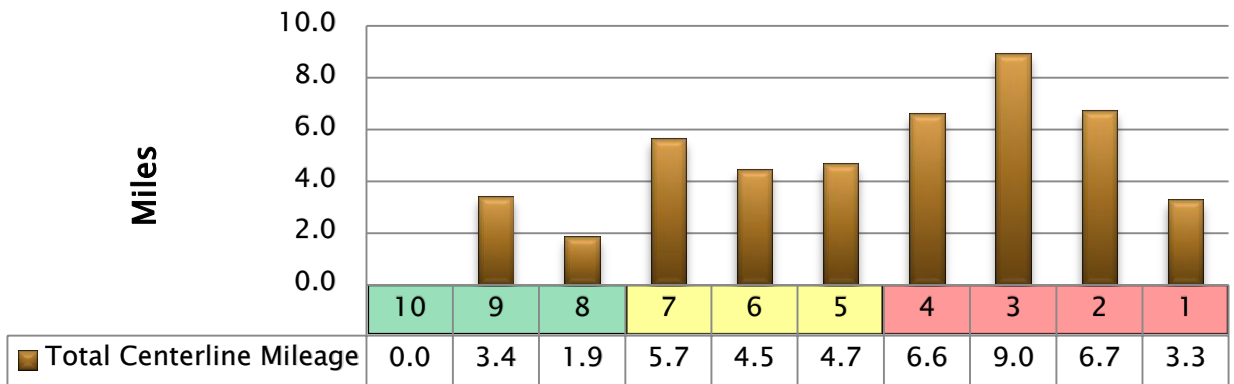
DISCUSSION HIGHLIGHTS

No Input

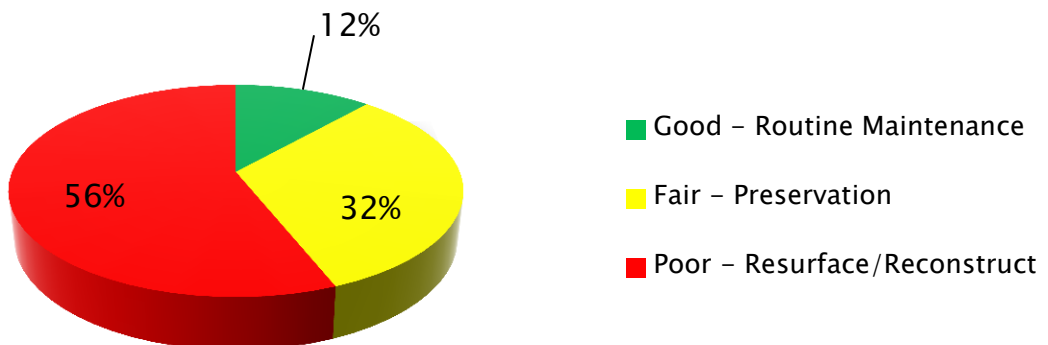
Appendix 10: Pere Marquette Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Paser Rating – Pere Marquette





Road Condition Percentage (PASER Rating)



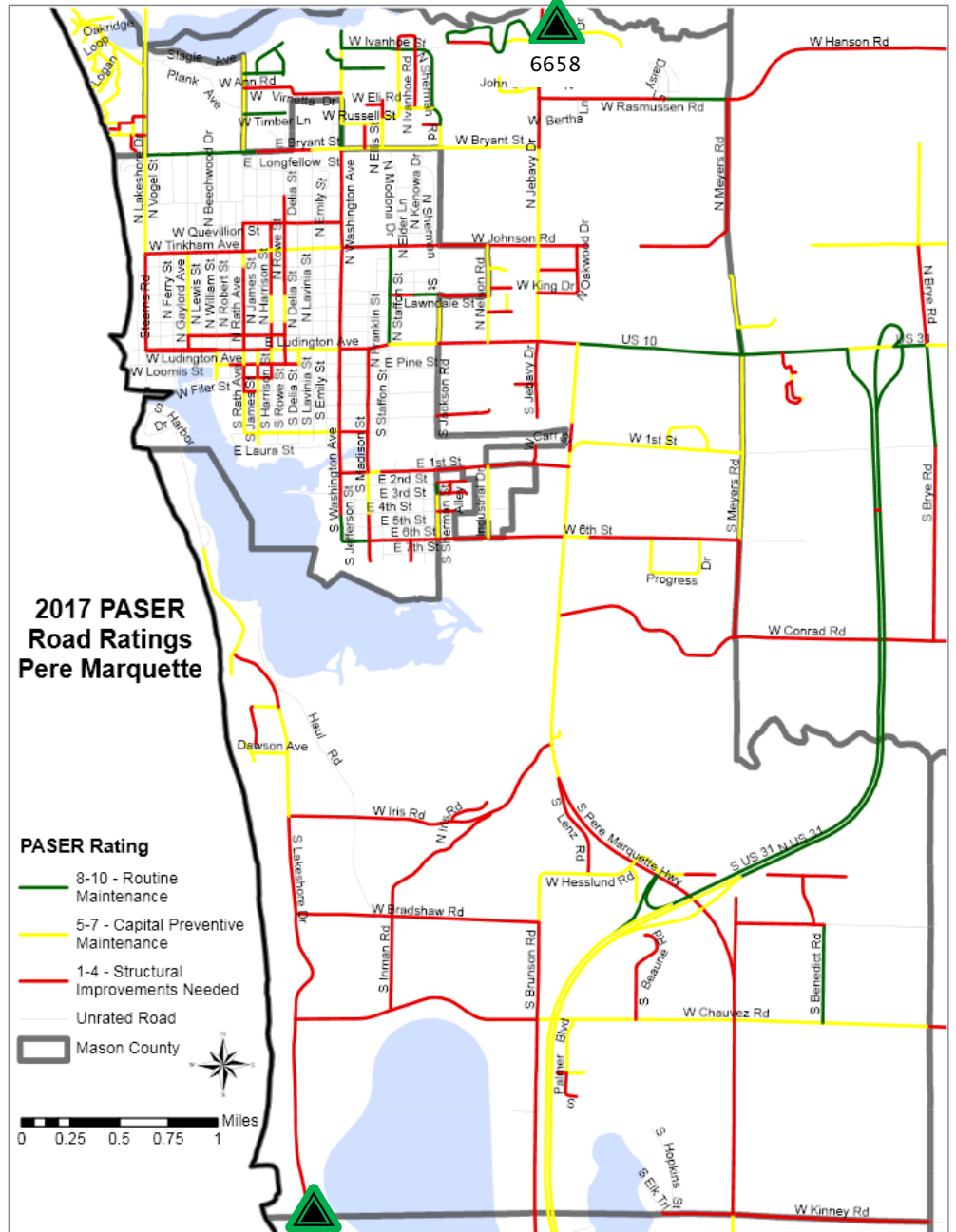
Appendix 10: Pere Marquette Township PASER & Bridge Map

Bridge Information:

-  STRU 6658, Condition 5
-  STRU 6660, Condition 6

Total Centerline Miles:

- Asphalt - 53.48 mi
- Graded Earth - 1.65 mi
- Unimproved Earth - .22 mi
- Composite- 3.42 mi
- Gravel (not rated) - 2.612 mi
- Concrete - 1.99 mi



**2017 PASER
Road Ratings
Pere Marquette**

PASER Rating

-  8-10 - Routine Maintenance
-  5-7 - Capital Preventive Maintenance
-  1-4 - Structural Improvements Needed
-  Unrated Road
-  Mason County

0 0.25 0.5 0.75 1 Miles

6660

Appendix 10: Pere Marquette Twp Projects

Currently Projected Projects (Roads)

- Chauvez Road - from PM Hwy to Lakeshore Dr. - HMA surface overlay (2021)
- Lakeshore Dr. from Chauvez Rd .to Pump Storage Project entrance - Reconstruct and widen with HMA to All-Season Standards (2022)

Currently Projected Projects (Bridges)

- None

Appendix 11: Riverton Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Riverton Township provided the following information to be addressed during the planning process:

Riverton Township

Mr. Gary Dittmer Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

Riverton Township is located in the southwest quadrant of Mason County, bordered on the north by the Pere Marquette River, on the south by the Mason/Oceana county line on the east by Scottville Road and on the west by Brye Road. Riverton has population of approximately 1200 people that is stable. The primary land use of the Township is residential and agricultural. The residential traffic patterns are consistent with other residential communities, however, agricultural traffic patterns vary with the season and are ever increasing by size of unit and weight carrying capacity.

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

The following is a list of long range priorities for Riverton Township in cooperation with the Mason County Road Commission:

- Continue routine maintenance activities on all gravel roads in Riverton Township.
- Continue the brining program to control dust and reduce necessary maintenance activities for the convenience of the traveling public.
- Reconstruct Chauvez Road from Scottville Road to Brye Road, a vital east/ west farm to market roadway to All Season standards
- Reconstruct Hawley Road from Scottville Road to Pere Marquette Hwy, another east/west farm market route to All Season Standards.
- Reconstruct Stiles Road from the Mason/Oceana County Line (Washington Road) to Chauvez Road, a major north/south farm to market route to All Season Standards.
- Reconstruct Scottville Road from the Mason/Oceana County Line to the City of Scottville, a major north/south traffic route to All Season Standards.
- he Township, with available funding, will continue to upgrade local gravel routes to hard surface roads which demonstrate increased traffic volumes and increased residential use.

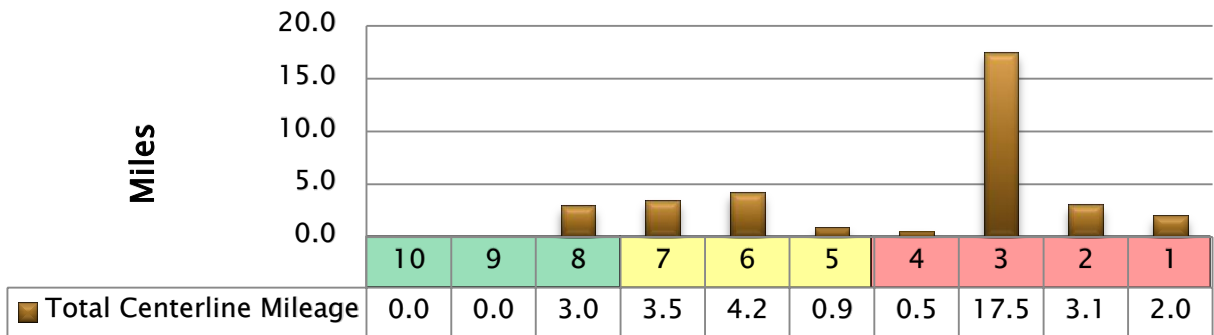
DISCUSSION HIGHLIGHTS

Riverton Township is fortunate in that it has tax funding generated from the Lake Winds Wind Farm to use towards local road improvements. We also have the largest concentration of farms in Mason County, this generates many local and primary road situations that need to be assessed and addressed in planning

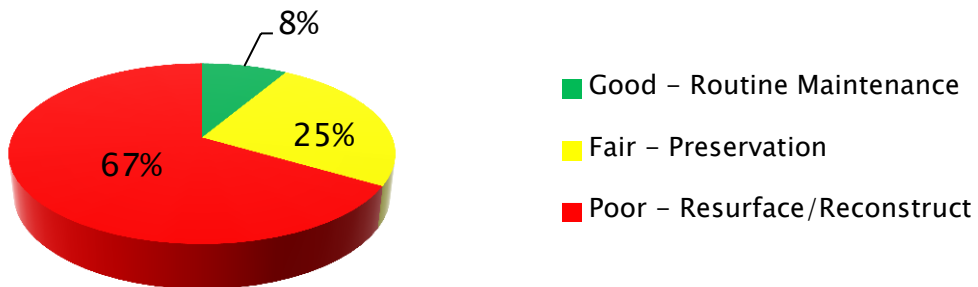
Appendix 11: Riverton Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Paser Rating – Riverton



Road Condition Percentage (PASER Rating)



Appendix 11: Riverton Township PASER & Bridge Map

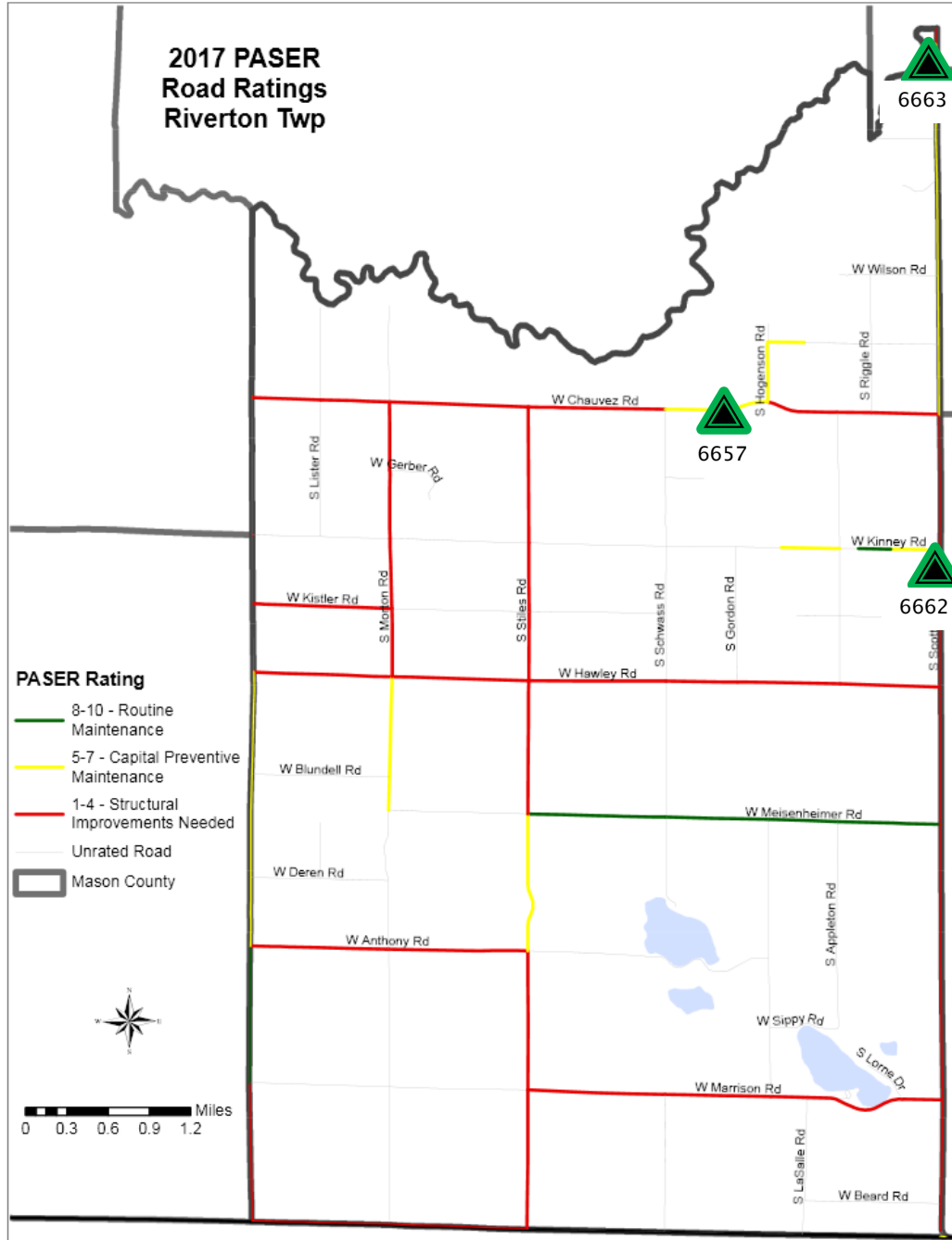
2017 PASER Road Ratings Riverton Twp

Bridge Information:

- ▲ STRU 6663, Condition 7
- ▲ STRU 6657, Condition 9
- ▲ STRU 6662, Condition 6

Total Centerline Miles:

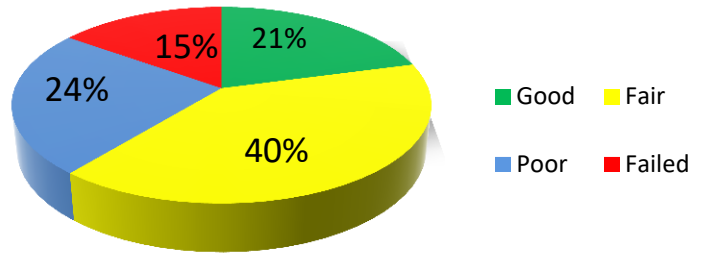
- Asphalt - 37.76 mi
- Graded Earth - 3.42 mi
- Unimproved Earth - 3.44 mi
- Sealcoat Std - 1.117 mi
- Gravel (not rated) - 47.20 mi



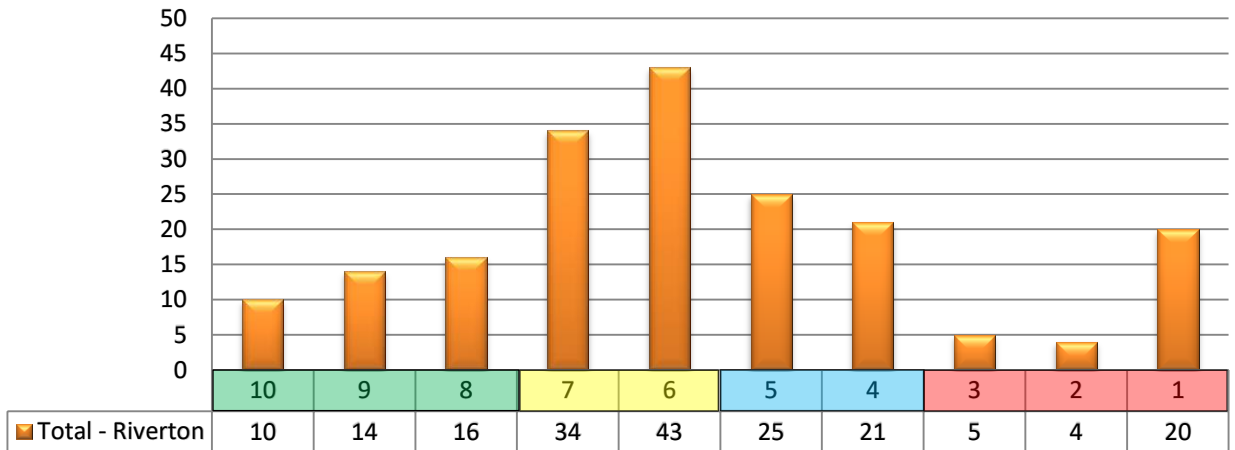
Appendix 11: Riverton Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Riverton Twp



Appendix 11: Riverton Township Projects

Currently Projected Projects (Roads)

- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2019)
- 10P Various Wedging–Hawley Road between Morton Road and Stiles and ¼ mile west of Morton on Hawley (2019)
- 2018 Project to complete. Anthony Road from PM Highway to South Stiles Road for three (3) miles. Crush, lift and HMA. (2019)
- South Scottville Road from Chauvez to Washington Road. Wedging. 6 miles. (2020)
- Marrison Road from Scottville Road west to Stiles Road. Wedging. 3 miles. (2020)
- Hawley Road from Pere Marquette to Schwass. Wedge and Chipseal with fog. 4.5 miles. (2020)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2021)
- South Scottville Road from Chauvez to Washington Road. Chip seal and Fog. 6 miles. (2021)
- Marrison Road from Scottville Road west to Stiles Road. Chip seal and fog. 3 miles. (2021)
- RTF–Hawley Road from Stiles Road to Schwass Road (2022)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2023)
- RTF–Hawley Road–From Schwass Road to Scottville Road Reconstruction. 2 Miles. (2023)
- Reconstruct Hawley Road from Stiles Road to Custer Road to an All–Season Secondary Commercial Road (TBD)
- Reconstruct Hawley Road from P M Hwy to Stiles Road to an All–Season Secondary Commercial Road (TBD)
- Reconstruct Stiles Road from Chauvez Road South to theMason/Oceana line (TBD)

Currently Projected Projects (Bridges)

- None

Appendix 12: Sheridan Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Sheridan Township provided the following information to be addressed during the planning process:

Sheridan Township

Mr. Corliss Gulembo, III Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

No Input

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

The following is a list of long-range priorities for Sheridan Township:

1. Morse Rd from Dewey to Millerton – Recap Bridge and HMA
2. Ford Lake Rd from Larson to Benson – HMA
3. Larson Rd from Fountain to Thunder Lake – HMA
4. Dewey Rd from Morse to Campbell – HMA
5. Benson from Ford Lake to Millerton – HMA
6. Stohlberg from Benson to Campbell – HMA
7. Griffin from Fountain to Benson – HMA
8. Decker from Morse to Benson – HMA

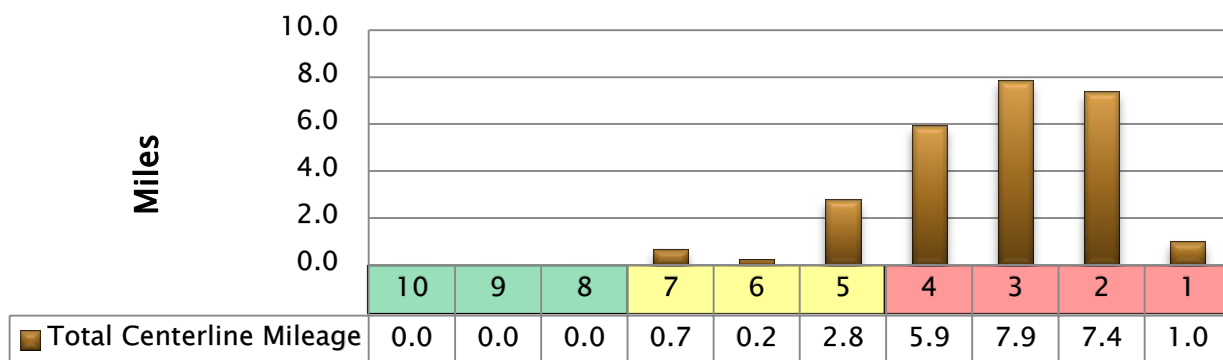
DISCUSSION HIGHLIGHTS

No Input

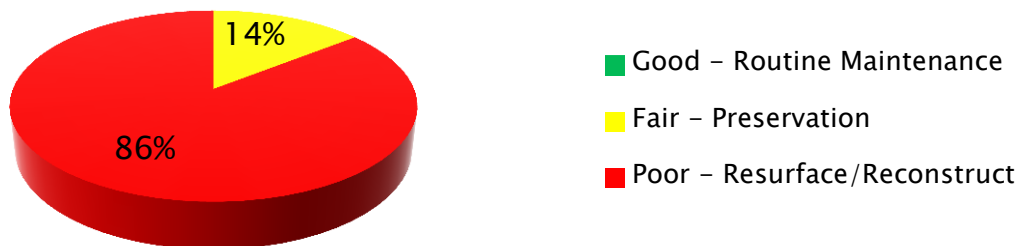
Appendix 12: Sheridan Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road’s surface condition. PASER is supported by Michigan’s Transportation Asset Management Council (TAMC) for statewide application.

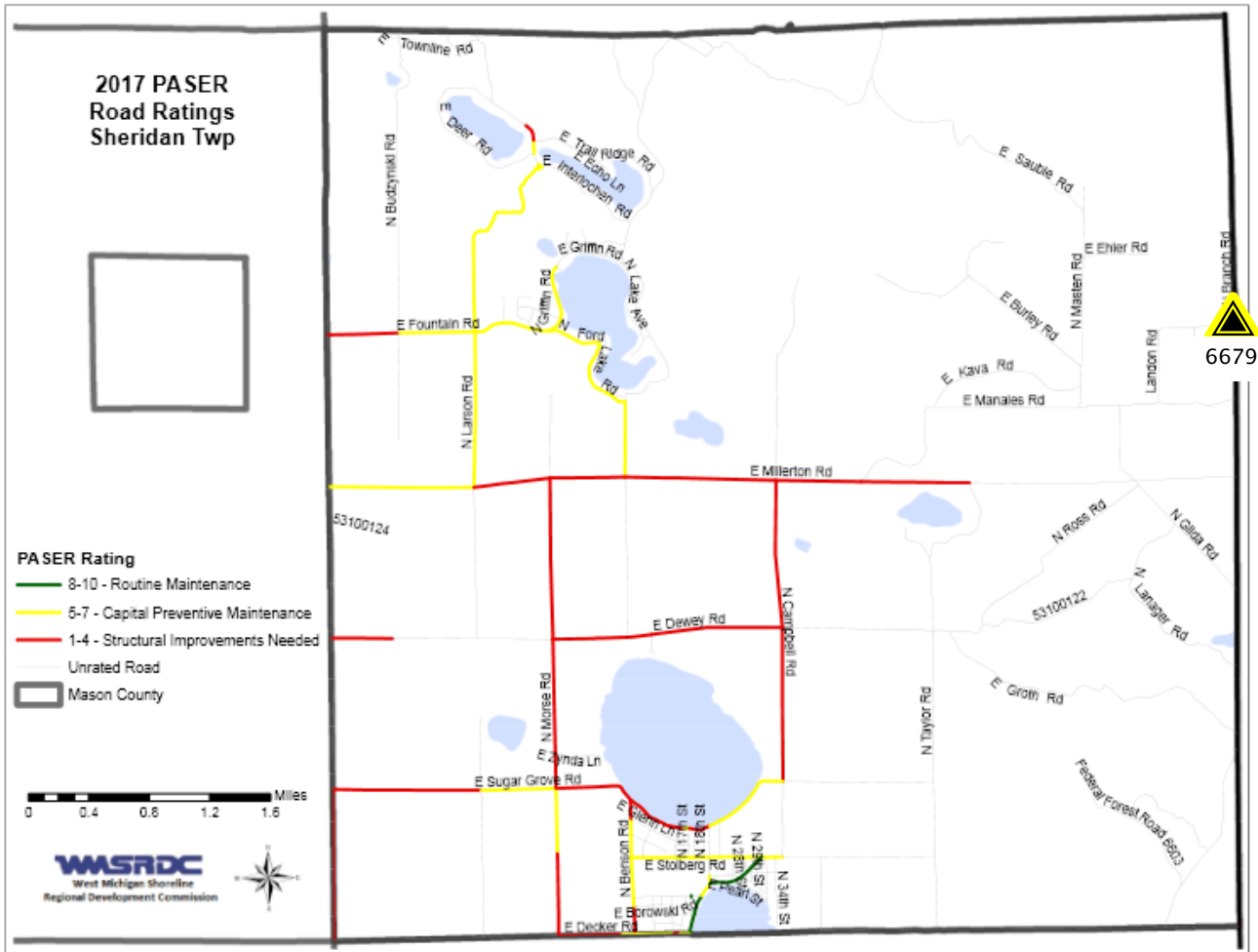
Paser Rating – Sheridan



Road Condition Percentage (PASER Rating)



Appendix 12: Sheridan Township PASER & Bridge Map



2017 PASER
Road Ratings
Sheridan Twp

PASER Rating
 8-10 - Routine Maintenance
 5-7 - Capital Preventive Maintenance
 1-4 - Structural Improvements Needed
 Unrated Road
 Mason County

0 0.4 0.8 1.2 1.6 Miles



Bridge Information:

▲ STRU 6679, Condition 4

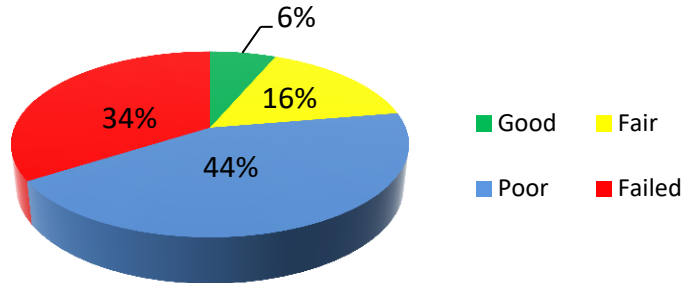
Total Centerline Miles:

- Asphalt - 37.76 miles
- Graded Earth - 3.42 miles
- Unimproved Earth - 3.44 miles
- Sealcoat Std - 1.117 miles
- Gravel (not rated) - 47.20 miles

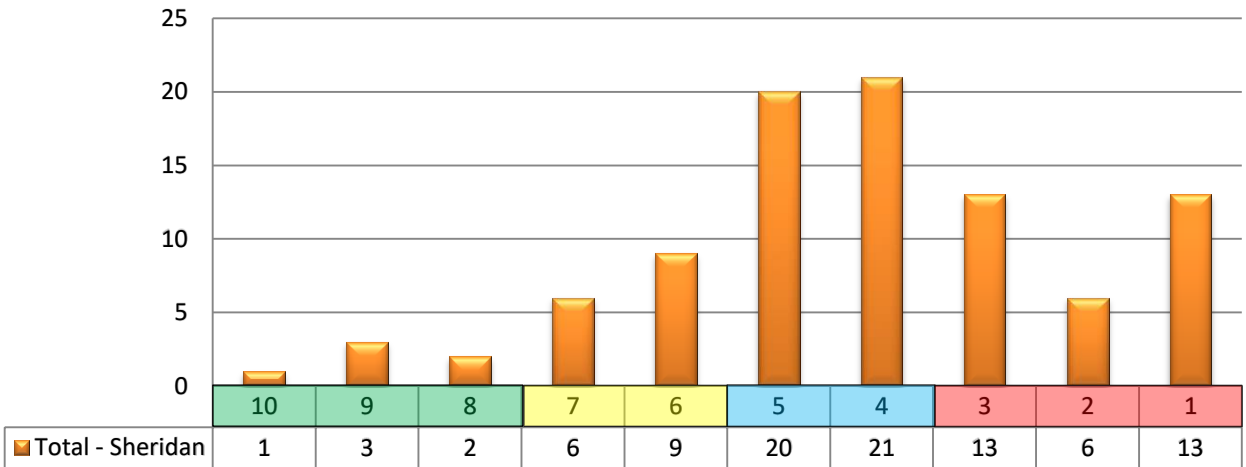
Appendix 12: Sheridan Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Sheridan Twp



Appendix 12: Sheridan Township Projects

Currently Projected Projects (Roads)

- 2018 Project to complete. Reek Road from Millerton to Manales. Place 1,100 tons of aggregate and 706 tons of HMA. (2019)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2020)
- Various Federal Aid Eligible Roads – north east quadrant of Mason Co. – pavement centerline markings (2022)
- Reconstruct Millerton Road to hard surface from Campbell Road to the Mason/Lake county line (TBD)
- Reconstruct Sugar Grove – Taylor–Decker Roads to hard surface from Campbell Road to the Mason/Lake county line (TBD)

Currently Projected Projects (Bridges)

- None

Appendix 13: Sherman Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Sherman Township provided the following information to be addressed during the planning process:

Sherman Township

Mr. Joseph Mickevich Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

Sherman township roads serve as a main corridor for not only the community residence of the township and village of Fountain, but also the main corridor between four local lake communities (Ford, Gun, Blue and Thunder Lakes) and the County's business districts (Scottville and Ludington). The population of these areas are not expected to have a significant increase in population that would constitute the need for increased traffic flow, nevertheless, maintaining two main corridors in and out of the village of Fountain and surrounding lakes is a Township goal.

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

The following is a list of long-range priorities for Sherman Township:

1. Maintain and improve main corridors through the Township including reconstruction of Sugar Grove Rd. between Reek Rd. and US 31. Replacement of Bridge over North Branch Lincoln River on Fountain Rd. and Reconstruction of Reek Rd between Millerton Rd. and Sugar Grove Rd. Maintaining the integrity of Custer Rd. between Beyer and Decker roads.
2. Improving drainage on the Township's secondary and gravel roads with a focus on ditching and shoulder work.
3. Sherman Township has as many culverts in failed condition as we do in good and fair condition with even more that are deemed poor. Replacement of culverts needs to remain a high priority in addition to upgrading their size and length where needed.
4. Working with Drain Commissioner and residents to maintain the county drains within Sherman Township. This includes working with Road Commission to replace bridges and culverts at road crossings.
5. Continue program to improve and maintain the Township's gravel roads.
6. Continue to apply 2 or 3 complete brines per year dependent on need for maintenance and dust control.
7. Continue to ask Township residents for their continued support of the road maintenance millage of 1 mill.

Appendix 13: Sherman Township

DISCUSSION HIGHLIGHTS

Sherman Township appreciates the working relationship with the Mason County Road Commission as well as with our adjacent Townships. We would like to see the Road Commission go back to sharing in the cost of brine for the maintenance of local gravel roads. Returning to a 50/50 cost share for the first two brines would allow the Township to increase the amount of road work projects annually.

Sherman Township would also like to have a better understanding of the Road Commissions implementation of their seasonal road policy. Likewise, it would be helpful to have a map of the township's culvert inventory with a rating of them so we can use this information to help formulate our plan as to which roads need attention the most. A rating on gravel roads would also be very helpful, something on the order of the PASER rating for asphalt roads you provided along with a map.

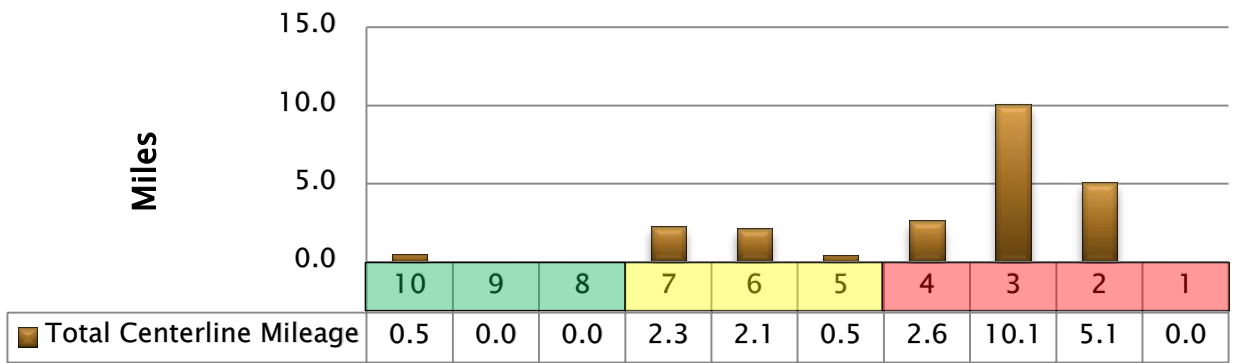
Sherman Township 5 –10 Year Plan

- Annual 2–3 full brines as needed
- Stephens Rd. edge, shaping, and spot gravel (Sugar Grove to Dewey, Millerton to Beyer) 3 miles
- Millerton Rd. culvert replacement Ross drain
- Dewey Rd. ditching, tree removal, and gravel (Tuttle to Custer) 1 mile
- Tuttle Rd. wedge or 2" overlay (Dewey to Sugar Grove) 1 mile
- Dewey Rd. ditching and shoulder work (Reek to Schoennerr) 1 mile
- Clay's Dr. fog seal .2 miles
- Fountain Village limits to Gun Lake Wedge and chip seal 2+ miles
- Decker Rd. shoulder work, 2" pit-run, 2" gravel (Stephens to Reek) 1 mile
- Tuttle Rd. gravel (Dewey to Mavis) .5 miles
- Stephens Rd gravel (Townline to Beyer) 1 mile
- Mavis Rd. shoulder work and gravel (US 31 to Tuttle) 2 miles

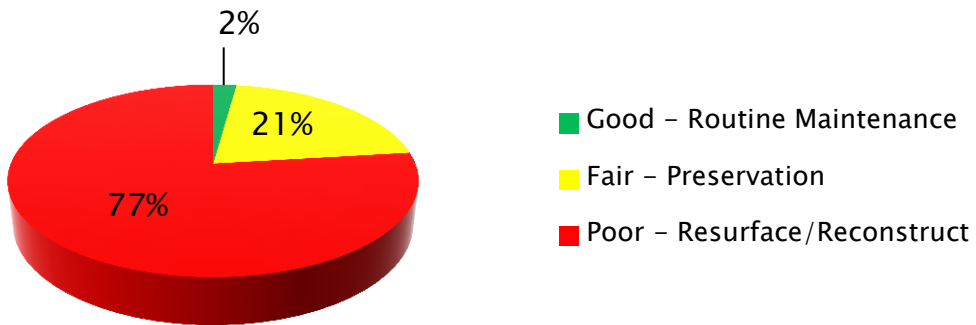
Appendix 13: Sherman Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

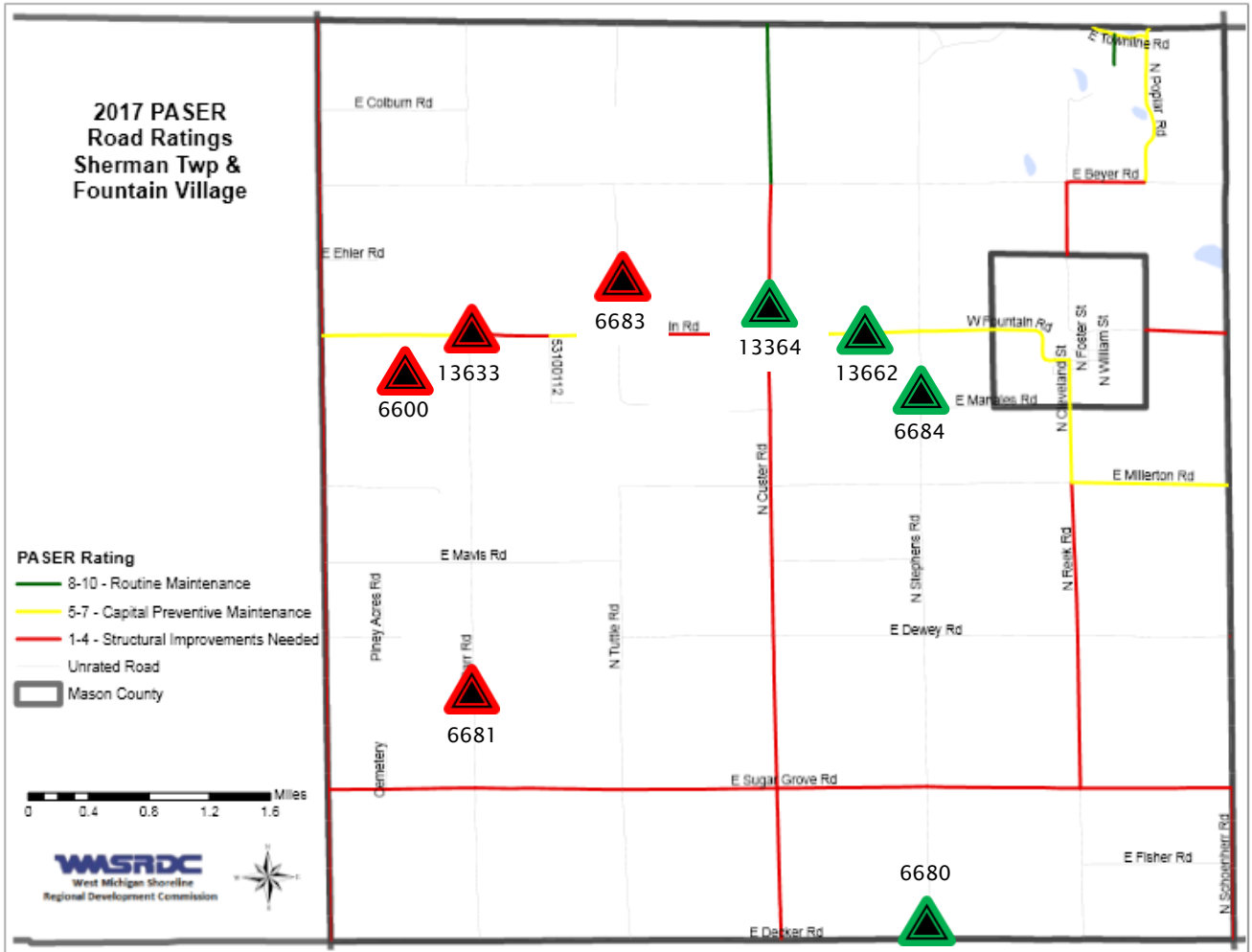
Paser Rating – Sherman



Road Condition Percentage (PASER Rating)



Appendix 13: Sherman Township PASER & Bridge Map



Bridge Information:

- ▲ STRU 13364, Condition 7
- ▲ STRU 13662, Condition 7
- ▲ STRU 6684, Condition 5
- ▲ STRU 6680, Condition 5
- ▲ STRU 6600, Condition 3, Deck Rehab 2018
- ▲ STRU 13633, Condition 3,
- ▲ STRU 6683, Condition 3, Recon 2020
- ▲ STRU 6681, Condition 3, Recon 2018

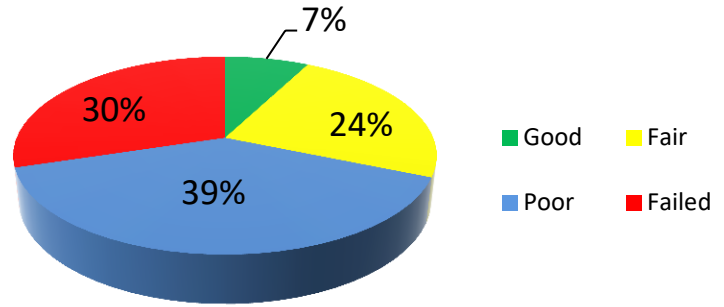
Total Centerline Miles:

- Asphalt – 37.76 miles
- Graded Earth – 3.42 miles
- Unimproved Earth – 3.44 miles
- Sealcoat Std – 1.117 miles
- Gravel (not rated) – 47.20 miles

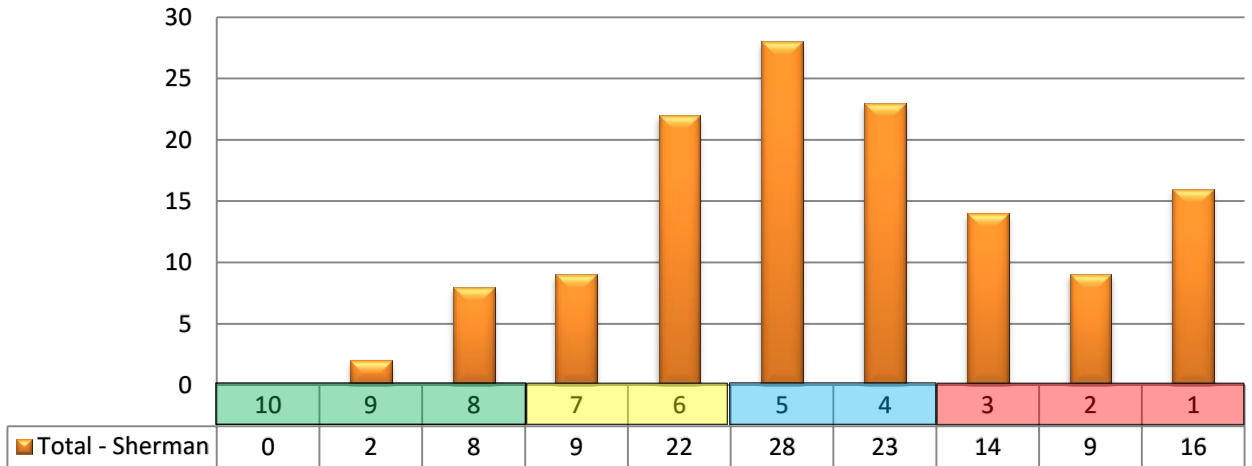
Appendix 13: Sherman Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Sherman Twp



Appendix 13: Sherman Township Projects

Currently Projected Projects (Roads)

- Sugar Grove Road from US-31 to Tuttle Road. Crush and shape for two (2) miles. Replace culverts. (2019)
- Various Federal Aid Eligible Roads - north east quadrant of Mason Co. - pavement centerline markings (2020)
- Various Federal Aid Eligible Roads - north east quadrant of Mason Co. - pavement centerline markings (2022)
- Sugar Grove Road from Tuttle to Stephens Road. Crush & Shape. Replace Culverts. 2 Miles (2023)
- Reconstruct Custer Road to an All-Season Secondary Commercial Route from Fountain Road to Sugar Grove Road (TBD)

Currently Projected Projects (Bridges)

- Tuttle Road Bridge-Between Fountain and Beyer Road. Federal \$315,000. MCRC \$35,000. Plus, Engineering Costs \$75,000. (2020)
- Fountain Road Box Culvert/Bridge over N Branch Lincoln River-Between Darr and Ordway Roads. Federal Funds \$782,100. MCRC \$86,900. Plus, Engineering \$75,000. (2021)

Appendix 14: Summit Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Summit Township provided the following information to be addressed during the planning process:

Summit Township

Mr. Wayne Kelly Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

No Input

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

No Input

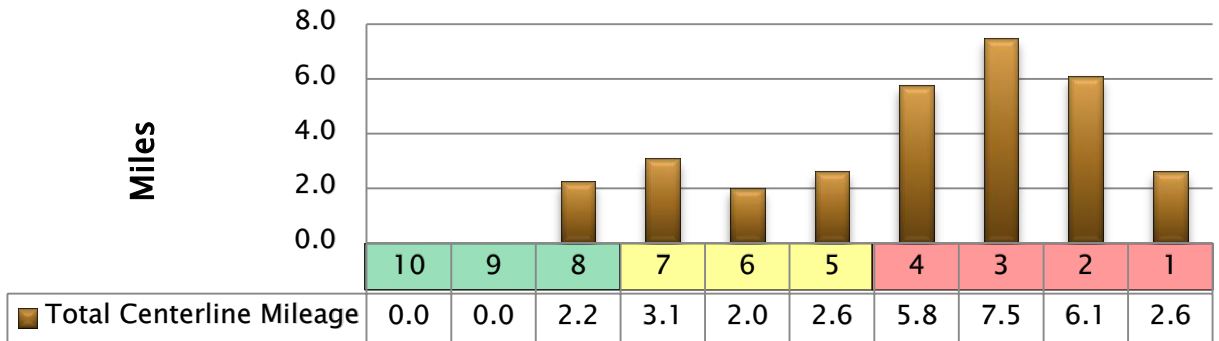
DISCUSSION HIGHLIGHTS

No Input

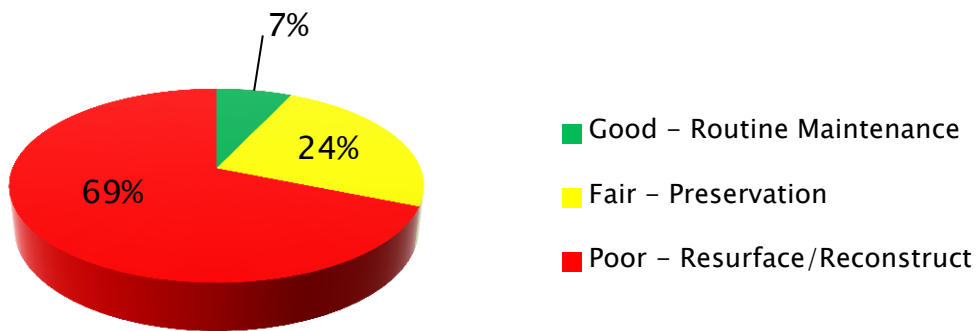
Appendix 14: Summit Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Paser Rating – Summit



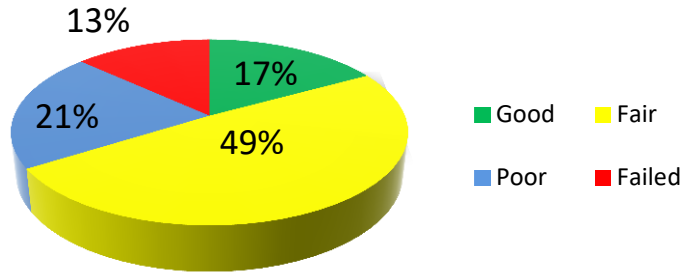
Road Condition Percentage (PASER Rating)



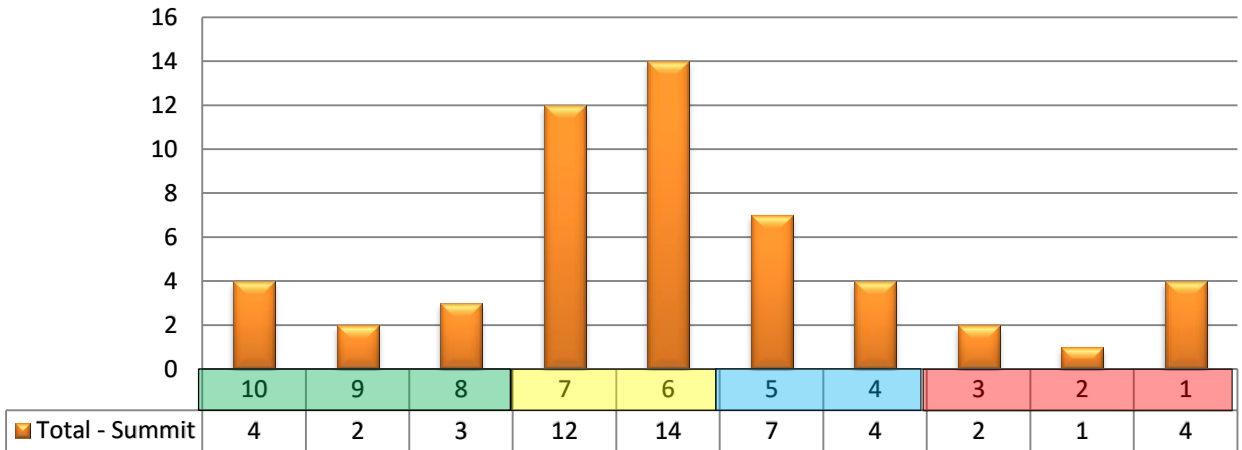
Appendix 14: Summit Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Summit Twp



Appendix 14: Summit Township Projects

Currently Projected Projects (Roads)

- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2019)
- 2018 Project to complete. Anthony Road from PM Highway to South Stiles Road for three (3) miles. Crush, lift and HMA. (2019)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2021)
- Lakeshore Dr. – from Pump Storage Project entrance to Meisenheimer Road – Reconstruct and widen with HMA to All- Season Standards (2022)
- Various Federal Aid Eligible Roads – south half of Mason Co. – pavement centerline markings (2023)

Currently Projected Projects (Bridges)

- None

Appendix 15: Victory Township

STRATEGIC PLANNING

The Mason County Road Commission Strategic Planning Team requested each township provide inputs for their respective township to be incorporated into the 2030 Strategic Plan. Victory Township provided the following information to be addressed during the planning process:

Victory Township

Mr. James Mazur Township Supervisor

PERSPECTIVE ON GROWTH AND DEVELOPMENT

Victory Township has experienced a tremendous spurt in property sales and prospective new residents, probably due to the fact of our close proximity to the cities of Ludington, Scottville, WSCC, freeway access, location to many big box stores etc, but still able to maintain a country style of living. So because of our almost 50 miles of dirt roads we value the importance of our relationship MCRC.

LONG-RANGE STRATEGIC TRANSPORTATION PRIORITIES

Some of our longer term plans would be to upgrade the culvert and pave the hills leading to Dennis Creek on Dennis Rd. Eventually pave the section of Victory Corner Rd to Victory Dr. (would provide another north-south improved road to take traffic pressure off of Stiles. Improve the section of Dewey Rd from Stiles to US 31. Possibly increase the number of brinings to preserve or dirt roads.

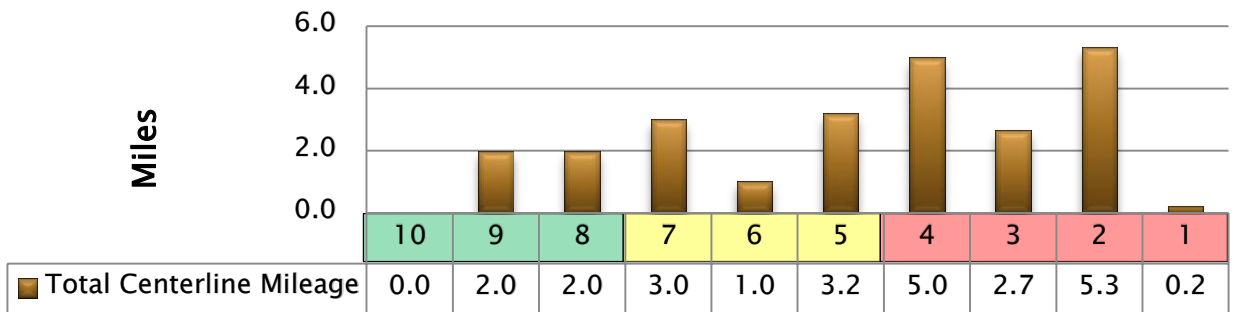
DISCUSSION HIGHLIGHTS

We would like to continue to improve our gravel road maintenance and upgrades as funding allows. As we progress in the gravel road upgrades we are trying to keep a future eye on more paving projects.

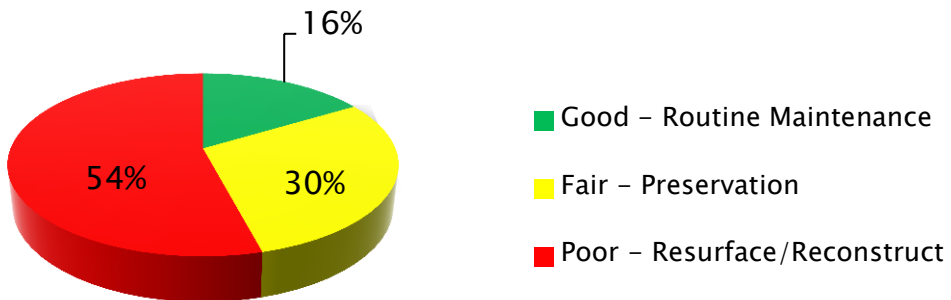
Appendix 15: Victory Township PASER Ratings

- PASER ratings describe where the paved surface is positioned in its overall lifecycle. Its primary purpose is to identify the type and timing of road improvements to sustain the roadway in a state of good repair. These rating categories are based on a methodology which is an objective engineering based rating scale of a paved road's surface condition. PASER is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Paser Rating – Victory



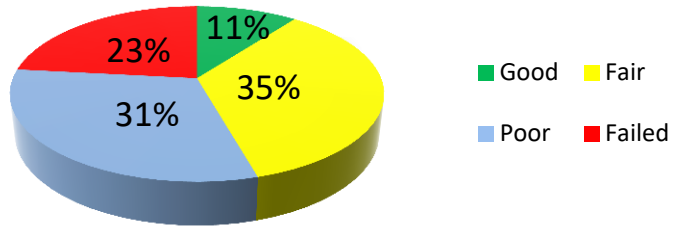
Road Condition Percentage (PASER Rating)



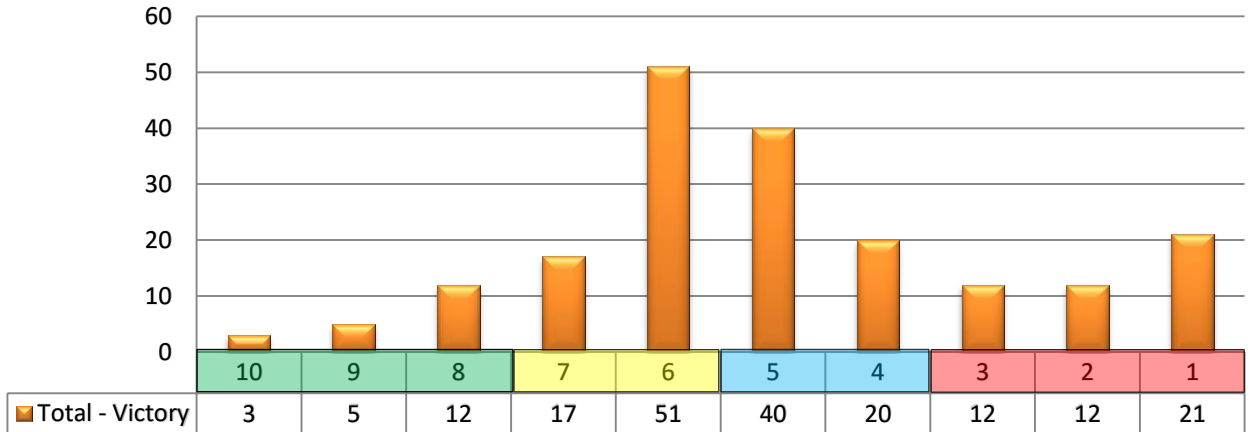
Appendix 15: Victory Township Culvert Inventory

- ▶ The township culvert inventory is supported by Michigan's Transportation Asset Management Council (TAMC) for statewide application.

Culvert Condition Percentage



Culvert Condition Inventory - Victory Twp



Appendix 15: Victory Township Projects

Currently Projected Projects (Roads)

- Townline Road from US-31 to Quarterline for 2.5 miles. Ditching and placement of gravel surface. (2019)
- Townline Road from Stiles to Quarterline for .5 miles Chip seal and fog seal. (2019)
- Stiles Rd from US-10 to Sugar Grove Rd-Crack Seal. 2P Sugar Grove Road from Stiles to US-31-Wedge & Overlay 3P Scottville Road from Johnson to US-31- Mill and fill. MDOT Share: \$250,000. MCRC Share: \$165,000. (2019)
- Fountain Road between Stiles and US-31. Overlay for Three (3) miles. (2020)

Currently Projected Projects (Bridges)

- None

Appendix 16: Strategic Plan Contributors

- Bill Schwass MCRC Board Chairman
- Doug Robidoux MCRC Board Vice Chairman
- Mike Ingison MCRC Board Member (Plan Facilitator)
- Mary Samuels MCRC Manager/Director
- Eric Nelson MCRC Engineer
- Heather Braginton MCRC Finance Director
- Josh Bader MCRC Engineering Tech
- Bob Lee Teamsters Local 214
- Josh Peters MCRC Foreman
- Terry Woirol MCRC Shop Supervisor
- Jeff Loeser MCRC Superintendent
- Roger Nash Eden Township Supervisor
- Jim Gallie Amber Township Supervisor
- Nancy Vandervest Hamlin Township Supervisor
- Mark Anderson Custer Township Supervisor
- Lois Krepps Meade Township Supervisor
- Gary Dittmer Riverton Township Supervisor
- Corliss Gulembo, III Sheridan Township Supervisor
- Joseph Mickevich Sherman Township Supervisor
- James Mazur Victory Township Supervisor
- County Road Association of Michigan

Appendix 17: Strategic Plan Review Schedule Summary of Changes

2023 Review

2 Jan 2023 – 1 June 2023

Summary of Changes:

2026 Review

2 Jan 2026 – 1 June 2026

Summary of Changes:

2029 Review/2030–2040 Development

2 Jan 2029 – 30 Dec 2029

Strategic Plan Signatories

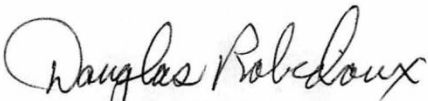
Mason County Road Commission



William Schwass
Chairman



Mary Samuels
Manager/Director



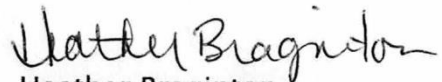
Douglas Robidoux
Vice Chairman



Eric Nelson
County Highway Engineer



Michael Ingison
Member



Heather Braginton
Finance Director

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