STRATEGIC PLAN

MARQUETTE COUNTY TRANSIT AUTHORITY

Adopted by the MarqTran Board of Directors on:

Contents

Mission...2
Introduction...2
Building & Maintenance..3
Short-Term Goals (1-2 Years)..4
Long-Term Goals (3-5 Years)...5
Personnel and Grievances..7
Short-Term Goals (1-2 Years)..7
Long-Term Goals (3-5 Years)...8
Finance...10
Short-Term Goals (1-2 Years)..11
Long-Term Goals (3-5 Years)...12
Operations..13
Short-Term Goals (1-2 Years)..13
Long-Term Goals (3-5 Years)...14

Mission

Marq-Tran is committed to delivering and improving professional and dependable connections between each person and their unique mobility needs across Michigan's largest rural county

Introduction

This document outlines the strategic goals and governance policies established by the Board to ensure that Marq-Tran operates efficiently, sustainably, and in alignment with its mission. These policies provide a framework for decision-making, operational oversight, and long-term planning, ensuring that Marq-Tran continues to meet the evolving transportation needs of Marquette County residents.

Building & Maintenance

Policy:

All Marq-Tran facilities and subsystems will be maintained to ensure safe, continuous operations while adhering to Board-approved budgets. Emergency facility needs requiring deviation from approved budgets will be addressed with appropriate Board notification, before action if possible or with notification and justification after.

Policy Priorities:

Maintenance

The Director will prioritize

- Ensure organizational assets are secured, protected, and properly utilized, included preventing property, facilities and equipment from improper wear and tear or shortened lifespan from insufficient maintenance.
- Develop and maintain an asset management schedule for retention, replacement, and repair of large expenditure items, including financial projections.
- Create or update as needed internal processes, procedures, and systems that encourage informed decisions and deter theft, fraud, or malfeasance.

Capital Facilities Improvement Projects

Capital improvement planning will include

- Explanation of the project's priority relative to other capital needs.
- Estimates of capital cost, maintenance costs, and expected useful life.
- Explanation of anticipated funding sources and financing mechanisms.

Mission Alignment

The following goals advance Marq-Tran's mission to deliver and improve professional and dependable connections by ensuring that facilities and assets are safe, efficient, and well-maintained. Effective building and maintenance planning supports service reliability, sustainability, and long-term fiscal responsibility.

Short-Term Goals (1-2 Years)

Implement a Comprehensive Preventive Maintenance Program and Consistent Maintenance Approach

Why this matters: Preventive maintenance extends asset life, reduces emergency repairs, improves service reliability, and optimizes expenditures.

Measurement of success: Reduced emergency repair incidents; Functional digital tracking system; Documented maintenance history.

Resources needed: Maintenance management software ($15,000-$20,000); Staff training; Asset documentation tools.

Timeline: 1–2 years

Responsible Parties: As determined by Director

Conduct Condition Review of All Facilities

Why this matters: Ensures safety, accessibility, and appropriate use of facilities.

Measurement of success: Completed evaluations with prioritized issues.

Resources needed: Staff or third-party inspections.

Timeline: Annual updates

Responsible Parties: Maintenance and Fleet Manager

Support Cost-Effective Energy Use and HVAC System Cleaning and Maintenance

Why this matters: Improves sustainability and reduces operational expenses.

Measurement of success: Installation of energy-saving fixtures (lighting, heating), Documented HVAC cleaning schedule; reduced system load; improved indoor air quality.

Resources needed: Energy audit; Modest capital upgrades.

Timeline: Within 2 years

Responsible Parties: Facilities staff and Director

Maintain Safe, Accessible Environments

Why this matters: ADA compliance and general safety are core to service delivery.

Measurement of success: Completed checklists; Confirmed compliance.

Resources needed: ADA tools, signage updates.

Timeline: Ongoing, with annual review

Responsible Parties: Director and Facilities staff

Promote Effective Use of Facility Space

Why this matters: Supports operational efficiency and safety.

Measurement of success: Space inventory and optimization documentation.

Resources needed: Staff time; Minor facility updates.

Timeline: 1 year

Responsible Parties: Facilities and Operations

Long-Term Goals (3-5 Years)

Develop and Adopt a 10-Year Capital Replacement Plan

Why this matters: Strategically manages long-term facility and fleet assets, ensures facilities support future growth and needs

Measurement of success: Approved plan; Reserve fund established.

Resources needed: Staff time; Funding strategy; Grant planning.

Timeline: Assessment- 2 Years

Responsible Parties: Director; Finance and Operations

Complete a Comprehensive Energy Evaluation

Why this matters: Reduces costs and increases sustainability.

Measurement of success: Audit report; ROI project list; Implemented projects.

Resources needed: Energy audit vendor; Capital funding.

Timeline: 3 years

Responsible Parties: Facilities and Sustainability Lead

Pursue Sustainable Facility Funding

Why this matters: Supports infrastructure investment beyond local funds.

Measurement of success: Grants secured; Partnerships developed.

Resources needed: Grant research and application time.

Timeline: Ongoing

Responsible Parties: Director and Grant Lead

Personnel and Grievances

Policy: Negotiating/Grievance

The approved collective bargaining agreement will be followed and issues requiring negotiation that may result in financial or legal costs that are not explicitly covered in the contract will be brought to the Negotiations committee or Marq-Tran board as appropriate.

Policy Priorities:

- The Director shall attend all union negotiations and provide clarification and assistance as needed.

Mission Alignment

These goals support Marq-Tran's mission to deliver and improve professional and dependable connections by ensuring a high-performing, legally compliant, and resilient workforce. Effective personnel management and grievance resolution reduce conflict, foster employee engagement, and promote service continuity throughout Marquette County.

Short-Term Goals (1-2 Years)

Review and Update HR Policies and Employee Grievance Policy

Why this matters: Ensures alignment with labor law, operational needs, and organizational values.

Measurement of success: Updated policy manual; Staff acknowledgment forms collected. Report of review submitted to board annually.

Resources needed: Staff time; Legal review if needed.

Timeline: Annually

Responsible Parties: Administrative Manager; Director

Resolve Employee Concerns or Complaints Promptly

Why this matters: Fosters trust, minimizes disruptions, and supports fair, consistent management.

Measurement of success: Reduction in unresolved grievances; Timely resolutions documented.

Resources needed: Supervisor training; Complaint tracking system.

Timeline: Ongoing

Responsible Parties: Director; Administrative Manager

Facilitate Training Sessions

Why this matters: Improves compliance, safety, and staff development.

Measurement of success: Completed training rosters; Improved performance evaluations.

Resources needed: Training materials; Scheduling time.

Timeline: Quarterly or as needed

Responsible Parties: Administrative Manager; Operations Team

Address Immediate Staffing Needs

Why this matters: Ensures uninterrupted service delivery and improves morale.

Measurement of success: Reduced vacancy time; Improved applicant pool quality.

Resources needed: Management time; Job postings and advertising budget.

Timeline: Constant

Responsible Parties: Director; HR/Administrative Manager

Long-Term Goals (3-5 Years)

Create a Competitive Compensation Structure

Why this matters: Supports employee retention and attracts qualified applicants.

Measurement of success: Wages benchmarked to peers; Turnover reduced.

Resources needed: Wage survey tools; Budget analysis.

Timeline: 3–5 years

Responsible Parties: Director; Finance and Administrative Manager

Effective Union Contract Negotiations

Why this matters: Ensures smooth bargaining processes and preserves positive labor relations.

Measurement of success: Contracts finalized on time; No mediation required.

Resources needed: Staff preparation; Clear timelines.

Timeline: Aligned with contract cycles

Responsible Parties: Director; Grievance Committee; Union Reps

Establish a Stable Labor Relationship through Constructive Grievance Resolution

Why this matters: Reduces conflict, builds trust, and improves employee satisfaction.

Measurement of success: Grievances resolved early; Positive survey feedback.

Resources needed: Training; Policy clarity.

Timeline: Ongoing, refined over 3–5 years

Responsible Parties: Director; Administrative Manager

Finance

Policy: Actual Financial Conditions and Activities

The Director will ensure financial wellness according to governmental standards and will follow the Board-approved budget unless a true emergency exists.

Policy Priorities:

The Director shall:

1. Ensure adherence to a budget that reflects a balance of revenue collected and funds expended.
2. Avoid creating a budgetary surplus that is not part of a capital or operational Board-reviewed budget plan.
3. Insure debt collected is not in exceedance of an amount that can be recovered by normal 60-day unencumbered revenues.
4. Ensure timely payment of payroll and other expenditures.
5. Ensure Board consultation and approval for the use of long-term reserves or encumbered funds, except in a true emergency with the consent of the Board Treasurer.

Policy: Financial Planning/Annual Budget Preparation

The Director ensure financial planning for the current or upcoming fiscal year to in accordance with Board-approved priorities and federal and state laws, and shall prevent financial harm to the Authority.

Policy Priorities:

The Director shall:

1. Ensure financial planning accounts for assumptions, projections, and cash flow impacts that materially affect annual budgets.
2. Provide annual reports that contain proper information and are in timely compliance with federal, state, or audit regulations.
3. Ensure the Authority invests or holds operating capital in secure instruments, avoiding uninsured checking accounts, banks, or bonds with a rating less than B, or any other non-secure fiduciary accounts.
4. Adequately invests in insurance protection against financial security risks, fraud, casualty loss, liability loss, or organizational malfeasance.

Mission Alignment

These goals support Marq-Tran's mission to deliver and improve professional and dependable connections by ensuring long-term financial sustainability, transparency, and strategic use of public funds. A stable and forward-looking financial foundation enables service improvements, capital investment, and organizational resilience.

Short-Term Goals (1-2 Years)

Prepare for and Respond to Annual Third-Party Audit

Why this matters: Ensures transparency, accountability, and future grant eligibility.

Measurement of success: Audit completed with minimal findings; Documentation prepared in advance.

Resources needed: Finance team time; Audit preparation tools.

Timeline: Annually

Responsible Parties: Director; Operations Manager

Strengthen Internal Financial Monitoring and Reporting

Why this matters: Improves budget compliance and data-informed decision making.

Measurement of success: Monthly and quarterly reports produced; Variances addressed.

Resources needed: Accounting software and staff training.

Timeline: 1–2 years

Responsible Parties: Director; Operations Manager

Pursue Funding Opportunities for Capital and Operational Needs

Why this matters: Provides supplemental resources to sustain and expand services.

Measurement of success: Grant applications submitted and awarded; Funding tied to project outcomes.

Resources needed: Grant research; Application development time.

Timeline: Ongoing

Responsible Parties: Director; Operations Manager

Long-Term Goals (3-5 Years)

Build and Maintain a Multi-Year Financial Forecast

Why this matters: Supports long-range planning and fiscal responsibility.

Measurement of success: Forecast updated annually and linked to board planning.

Resources needed: Staff time; Financial modeling tools.

Timeline: Developed and refined over 3–5 years

Responsible Parties: Director; Operations Manager; Finance Officer

Establish and Grow an Operating Reserve Fund

Why this matters: Improves resilience against economic changes and unplanned costs.

Measurement of success: Reserve policy adopted; Contributions tracked annually.

Resources needed: Surplus allocation; Reserve policy development.

Timeline: Policy in first year; Growth over 3–5 years

Responsible Parties: Director; Operations Manager; Finance Officer

Implement Asset Management System for Vehicles and Facilities

Why this matters: Supports effective capital planning and grant readiness.

Measurement of success: System in place with lifecycle tracking and integrated funding needs.

Resources needed: Software tools; Condition assessments.

Timeline: Implemented and refined over 3–5 years

Responsible Parties: Director; Operations Manager; Finance Officer

Operations

Policy: Reliable and Affordable Transportation

Ensure reliable and affordable public transportation for all Marquette County residents by maintaining efficient routes, fair fare structures, and consistent service delivery while addressing the community's evolving transportation needs.

Policy: Sustainable Growth

Sustainably grow Marq-Tran ridership over the next five years through targeted marketing campaigns, enhanced customer service, and the development of responsive, convenient routes that meet Marquette County's diverse transportation needs.

Mission Alignment

These goals support Marq-Tran's mission to deliver and improve professional and dependable connections by ensuring that transit operations are responsive, efficient, and aligned with the needs of riders throughout Marquette County. A modern, well-managed operations strategy promotes reliability, accessibility, and long-term service adaptability.

Short-Term Goals (1-2 Years)

Maintain On-Time Performance

Why this matters: Ensures rider confidence and meets regulatory expectations.

Measurement of success: Tracking system shows consistent schedule adherence.

Resources needed: Staff training; Performance monitoring tools.

Timeline: Ongoing

Responsible Parties: Director; Operations Manager

Address Immediate Staffing Needs

Why this matters: Reduces missed trips and improves service consistency.

Measurement of success: Vacancy duration reduced; Fewer route cancellations.

Resources needed: Recruitment budget; HR coordination.

Timeline: 1–2 years

Responsible Parties: Director; Administrative Manager

Respond to Rider Feedback

Why this matters: Improves rider satisfaction and promotes public trust.

Measurement of success: Fewer repeated complaints; Changes documented.

Resources needed: Feedback tracking tools; Dispatch responsiveness.

Timeline: Ongoing

Responsible Parties: Operations Manager

Reduce Service Interruptions

Why this matters: Supports reliability and cost-efficiency.

Measurement of success: Fewer unplanned outages or mechanical failures.

Resources needed: Maintenance logs; Spare vehicle availability.

Timeline: 1–2 years

Responsible Parties: Fleet & Maintenance Manager; Operations Manager

Long-Term Goals (3-5 Years)

Optimize Schedules and Routes

Why this matters: Aligns service with real-world demand and improves efficiency.

Measurement of success: Adjustments made based on ridership data and evaluation.

Resources needed: Route analysis tools; Community engagement.

Timeline: 3–5 years

Responsible Parties: Director; Operations Manager

Implement Advanced Technology Systems

Why this matters: Modern systems improve dispatch efficiency, tracking, and planning.

Measurement of success: Real-time tracking live; System use documented by staff.

Resources needed: Software investment; Staff training.

Timeline: 3–5 years

Responsible Parties: Director; Operations Manager

Expand Service Coverage to Underserved Areas

Why this matters: Improves equity and supports access to jobs, education, and care.

Measurement of success: New routes piloted; Ridership tracked; Adjustments made.

Resources needed: Needs assessment; Additional driver capacity.

Timeline: Phased expansion over 3–5 years

Responsible Parties: Director; Operations Manager

Strengthen Partnerships with Employers and Institutions

Why this matters: Aligns services with economic needs and boosts ridership.

Measurement of success: MOUs signed; Joint initiatives launched.

Resources needed: Outreach time; Partnership meetings.

Timeline: Ongoing with milestones over 3–5 years

Responsible Parties: Director; Operations Manager