



## Strategic and Operational Planning Committee Minutes

Tuesday, January 13, 2026 at 9:30 AM

COTA - WG Porter Boardroom, 33 N High St, Columbus OH

### 1. Call to Order

Chair Trudy Bartley called the January 13, 2026 Strategic and Operational Planning Committee meeting to order at 9:30 am.

### 2. Roll Call

#### Board Members Present

Trudy Bartley, Chair

Jay Deis, Trustee

Stephen Sayre, Trustee

#### Board Member Excused

Mallory Donaldson, Trustee

### 3. Approval of Strategic and Operational Planning Committee Minutes

#### A. December 3, 2025 Strategic and Operational Planning Committee Minutes

Trustee Jay Deis moved to approve the December 3, 2025 Strategic and Operational Planning Committee meeting minutes, seconded by Trustee Stephen Sayre. Motion carried.

### 4. New Business

#### A. 2026 COTA Scorecard Goals - Sophia Mohr, COTA Chief Innovation Technology Officer

COTA Chief Innovation Technology Officer Sophia Mohr presented the 2026 COTA Scorecard Goals, noting goals in the areas of Customer Experience, Employee Engagement, Community Value, and Fiscal Responsibility. The scorecard outlines measurable objectives and KPIs for each area, and includes baseline data, 2026 targets, and prioritization points, ensuring alignment with COTA's mission to provide safe, reliable, and convenient transit while fostering inclusivity and sustainability. She discussed how these outcomes are being integrated into annual planning, divisional scorecards, and work plans to track progress and maintain transparency. Ms. Mohr went over the first quarter 2026 workplan and said the Board can expect a report on the first quarter KPIs in May.

#### B. Employee Resource Group (ERG)/Employee Engagement Update - Raymond Weaver, COTA Employee Experience and Culture Director

COTA Employee Experience and Culture Director Raymond Weaver presented the Employee Resource Group (ERG)/Employee Engagement Update, noting experience is measured through the pillars of engagement activities, employee sentiment survey, social awareness campaigns, and core values activation. Survey results were shared and Mr. Weaver explained how core values were activated in 2025. He also noted that in 2025 COTA saw an eight percent increase of employees participating in one or more Employee Resource Groups. Currently 38 percent of COTA staff are ERG members. He discussed how his team successfully worked with COTA's marketing department to drive employee engagement and provided a list of organizations that COTA has partnerships with or has given sponsorship dollars. In addition, 118 employees participated in the United Way pledge drive that COTA organized, raising more than \$26,000.

C. Service Planning – Annual Report - Devayani Puranik, COTA Mobility Development Program Director

COTA Mobility Development Program Director Devayani Puranik presented the Service Planning Annual Report, providing an overview of COTA's transit system, reviewing ridership, and noting interest by surrounding communities to join COTA//Plus. A transit service gap assessment was conducted and service strategies for the coming years were identified. She highlighted her team's work in 2025, which included launching the 2027-2031 Short Range Transit Plan; completing the Downtown Network Plan; submitting the 2025 Title VI Program to the FTA; launching the East-West Transit Connection Feasibility Study, and launching Line 30 planning. Ms. Puranik said the 2025 Transit Stop Improvement Program encompassed 13 stops, which made 12 ADA accessibility improvements, four newly constructed stops, and remediated one former stop site. She ended her presentation by sharing key upcoming projects, which aim at enhancing accessibility, equity and regional connectivity.

D. LinkUS Update - Dorinda McCombs, COTA Chief LinkUS Program Officer

COTA Chief LinkUS Program Officer Dorinda McCombs provided an update on the LinkUS initiative. She noted key hires made, and additional planned hires. Implementation of the Project Management Information System (PMIS) is underway, and her team is working on an Integrated Master Program Schedule (IMPS). She provided project delivery status for the West Broad, East Main, and Northwest corridors, which included a two-month look ahead and schedule overview for each corridor. Progress on design, traffic analysis, right-of-way coordination, and federal grant processes were noted. Ms. McCombs also reported on the FTA Project Management Oversight Consultant (PMOC) site visit that took place in December that resulted in action items for the upcoming Risk Workshop, which is scheduled to take place at the end of January.

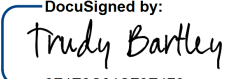
**5. Other Business**

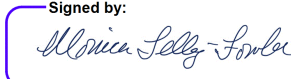
No other business was brought before the Committee.

**6. Adjournment**

Trustee Deis moved to adjourn the meeting, seconded by Trustee Sayre. Motion carried. The meeting was adjourned at 10:29 am.

**Adopted:** March 3, 2026

**Signed:**   
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**Chair, Strategic and Operational Planning  
Committee**

**Attest:**   
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**President/CEO**