



2024-2028 CAPITAL IMPROVEMENTS PROGRAM

Approved by the Board of Trustees July 19, 2023

Resolution 2023-59

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1 | Introduction

BOARD OF TRUSTEES

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** As of June 30, 2023*

ADMINISTRATION

President/CEO	Joanna M. Pinkerton	Deputy CEO	Monica Tellez-Fowler
Interim Chief of Transit Operations	Amy Hockman	Senior Director of Development	Kim Sharp
Chief Innovation & Technology Officer	Sophia Mohr	Chief Financial Officer	Erin Delffs
Chief People Officer	Sindy Mondesir	Chief Legal/General Counsel	Christina Wendell
Chief Equity Officer	Monica Jones	VP, External Relations	Patrick Harris
Chief Engineer & Mechanical Officer	Andy Biesterveld	Chief Marketing & Experience Officer	Stacey Baer

ANNUAL CAPITAL IMPROVEMENT PROGRAM PROCESS

The Capital Improvement Program (CIP) represents a long-term financial plan, including resources available to fund the proposed expenditures. It establishes priorities and serves as a planning document for COTA's investment in capital infrastructure. However, the approval of the annual CIP does not appropriate money. The annual Resolution authorizing appropriations for the upcoming calendar year provides the actual funding authority for the capital projects.

The timeline for development and approval of the 2024 – 2028 Capital Improvements Program is noted below:

Timeframe	Action
March 20, 2023	Memo distributed to LT providing guidance and timeline for divisional submittal of the capital requests.
April 17, 2023	Divisional Capital Requests are due
May 2023	Review of all CIP requests by the Capital Planning Committee
June 2023	Leadership Team review of the CIP requests
July 11, 2023	Presentation of the Five-Year CIP to the Strategic & Operational Planning Committee
July 19, 2023	Presentation of the Five-Year CIP to the Board of Trustees for Approval
September 5, 2023*	Presentation of the Five-Year CIP to the Strategic & Operational Planning Committee
September 20, 2023*	Presentation of the Five-Year CIP to the Board of Trustees for Approval
December 12, 2023	Approval of the Resolution authorizing appropriations for the next fiscal year, including the first year of the adopted five-year CIP
*If additional time is needed	

FINANCIAL GUIDELINES

The Five-Year Capital Improvements Program (CIP) establishes the Authority's blueprint for investment in its' capital infrastructure. This document is used as a tool to help ensure the Authority's long and short-term capital investments are made in the context of careful consideration of the Authority's needs as well as the resources available to fund all projects.

The financial guidelines used in the preparation of the CIP will provide assurance the Authority can meet, in a full and timely manner, both the debt service obligations and all other obligations competing for the available resources. It is our objective to complete as many needed capital improvement projects as financially possible while maintaining flexibility and the ability to adapt to changes as they occur.

There are several key guidelines that are utilized in determining the Authority's fiscal capacity to complete capital projects over the next five years. These are summarized as follows:

- The five-year plan will be updated annually in accordance with the annual budget calendar.
- 20 percent of the Authority's permanent quarter percent sales tax revenue shall be made available to fund capital improvements.
- Of the total sales tax revenue that is utilized for capital improvements, 60 percent of that amount will be allocated to fund long-term debt, and 40 percent to fund projects and capital expenses on a cash basis. The reasons for this guideline are:
 - a) Funding projects with long-term debt obligates the use of public funds for 20-30 years in most cases. The more long-term debt which is incurred now significantly reduces the options available in the future to fund needed projects.
 - b) Paying cash for projects where financially possible (pay-as-you-go financing) increases future flexibility. In utilizing pay-as-you-go financing, revenue projections and estimated fund balances will be reviewed and evaluated to assure that sufficient reserves are maintained.
 - c) It is not economical to issue debt for some projects.
 - d) The estimated life of some projects does not meet the criteria to issue long-term debt.
- The Authority's philosophy for projecting sales tax revenue is to be conservative, given that it represents over 80% of the authority's operating revenue.
- Pursuant to the Authority's Debt Policy, the maximum amount of debt service shall not exceed 75% of the allocation of sales tax revenue allocated to pay debt service. This limitation provides an additional buffer in the event that sales tax revenues fall short of projections or that an unexpected increase in interest rates occur.
- As a matter of general policy, COTA will pursue federal, state, and local assistance in the form of grants, low-interest loans, cost-sharing, etc. in order to fund projects to serve the community.

REVENUE PROJECTIONS

Funding for the 2024-2028 CIP is derived from four main sources: sales tax revenue, grants, interest income, unspent, unencumbered balance within the Capital Improvement Fund.

SALES TAX REVENUE (in \$000's)

	2024	2025	2026	2027	2028
Estimated Sales Tax Revenue	\$172,774	\$177,093	\$181,521	\$186,059	\$190,710
Revenue for Capital Projects (10%)	\$17,277	\$17,709	\$18,152	\$18,606	\$19,071
Available for Cash Funding (40%)	\$6,911	\$7,084	\$7,261	\$7,442	\$7,628
Long-Term Financing (60%)	\$10,366	\$10,626	\$10,891	\$11,164	\$11,443

GRANT REVENUE

A significant portion of 2024 – 2028 CIP is funded through grant revenue; grants that have already been received but not utilized, and projected grant revenue anticipated to be received during the five-year period. The most reliable source of federal grant funding is through the Urbanized Area Formula Funding program (49 U.S.C. 5307) (“5307 funding”), which makes federal resources available to urbanized areas for transit capital and operating assistance in urbanized areas and for transportation-related planning. An urbanized area is an incorporated area with a population of 50,000 or more that is designated as such by the U.S. Department of Commerce, Bureau of the Census. Federal resources are available under the Bus and Bus Facilities program (49 U.S.C. 5339) (“5339 funding”). These funds can be used for replacement, rehabilitation and purchase of buses and related equipment as well as the construction of bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities.

In addition to the Bus and Bus Facilities 5309 funding, the largest projected source of 5309 federal grant funding in the CIP will come from the Capital Investment Grants Program, “CIG”. This program, also known as “Small Starts” is intended for projects less than \$400 million in total project cost and that are seeking CIG funding of less than \$150 million and will be utilized for LinkUS corridor projects.

For the purposes of allocating grant funding to the projects incorporated within the 2024 – 2028 CIP, grant revenues that had been previously awarded yet unspent were first allocated, with the estimated grant awards for 2024-2028 being based on a five-year average if the amounts were not already known.

Other funding for capital projects includes existing grants from the Ohio EPA, the Mid-Ohio Regional Planning Commission (MORPC) and the state of Ohio.

DEBT

This section provides information on the potential long-term debt obligations projected to be outstanding during each year of the 2024– 2028 CIP.

(\$ in 000's)

	2024	2025	2026	2027	2028
Principal Outstanding (as of 1/1)	\$ 30,000	\$ 29,371	\$ 103,711	\$ 101,446	\$ 99,069
Proposed New Debt	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 0
Principal Retired	\$ 629	\$ 660	\$ 2,265	\$ 2,378	\$ 2,497
Principal Outstanding (as of 12/31)	\$ 29,371	\$ 103,711	\$ 101,446	\$ 99,069	\$ 96,572

All debt service is projected to be repaid using sales tax revenue.

The projects proposed to be funded through the issuance of long-term debt, as well as the amount to be financed and year of financing is as follows:

2023 – \$30,000,000 issued for McKinley and Electrification Program

Future issue in 2025 - \$75,000,000 for LinkUS Corridor work

The issuance of long-term debt to finance capital projects may not necessarily occur in the year reflected in the CIP. In order to minimize issuance costs, projects may be consolidated into one or more bond packages and issued at an appropriate time.

Approval of the annual CIP does not authorize the Authority to issue bonds for any project. Resolution(s) specifically authorizing the sale of bonds to finance a particular project in a specified dollar amount will be brought forward for consideration by the Board of Trustees when appropriate.

2 | Vehicles & Equipment



Vehicles & Equipment	2024	2025	2026	2027	2028
VEHICLES					
Annual Bus Buy	\$ 32,318	\$ 45,324	\$ 50,871	\$ 46,324	\$ 63,068
Non-Revenue Vehicles	\$ 880	\$ 1,183	\$ 729	\$ 421	\$ -
Paratransit Vehicles	\$ 2,640	\$ 2,719	\$ 2,801	\$ 2,885	\$ 2,971
COTA/Plus Vehicles	\$ 3,170	\$ 2,050	\$ 2,330	\$ 2,980	\$ 3,260
Vehicle Mid-Life Program	\$ -	\$ -	\$ 9,240	\$ 9,240	\$ 9,240
Total Vehicles	\$ 39,008	\$ 51,277	\$ 65,971	\$ 61,850	\$ 78,539
EQUIPMENT					
Street and Remote Floor Scrubber	\$ 60	\$ -	\$ -	\$ -	\$ -
Miscellaneous Equipment Allocation	\$ 95	\$ 95	\$ 95	\$ 95	\$ 95
T12 Scrubber - McKinley	\$ 80	\$ -	\$ -	\$ -	\$ -
Total Equipment	\$ 235	\$ 95	\$ 95	\$ 95	\$ 95
Total Vehicles & Equipment	\$ 39,243	\$ 51,372	\$ 66,066	\$ 61,945	\$ 78,634

Annual Bus Buy

Beginning in 2020, COTA began the process of transitioning its fleet into Battery Electric Buses, purchasing only Zero Emission Vehicles for fixed route service beginning in 2022. COTA's bus procurement is aligned with the Sustainability Plan that details the organizational goals of Net-Zero Greenhouse Gas Emissions and Net-Zero Particle Pollution by 2045. To achieve these goals, COTA will achieve a Net-Zero Emission fixed route fleet by 2035. Through this fleet transition, COTA will phase out its last diesel coaches by 2025. The funding requested provides for the purchase of up to 28 40' coaches each year, as well as accounting for 60' articulated buses for future Bus Rapid Transit (BRT) services and vehicles for a Hydrogen Fuel Cell pilot program in 2025.

The annual coach replacement program is based on replacing coaches at the end of their useful FTA life of 12-years/500,000 miles.

Non-Revenue Vehicles

Non-revenue vehicles include vehicles used by Transit System Supervisors, vehicle maintenance, operations managers, facilities, security, planning, and others in support of COTA's operations. These vehicles get operators where they need to go, allow supervisors to respond to issues, get mechanics on the scene of breakdowns, and meet many other critical daily requirements.

The annual non-revenue vehicle replacement program is based on a planned service life of 5 years/100,000 miles. A total of 10 vehicles will be purchased each year through 2028.

Paratransit Vehicles

Funding for 2024 will provide for the replacement of up to ten (10) vans used by Mobility Services to serve ADA customers. These replacement vehicles will replace models that have exceeded their useful FTA life of 5 years or 150,000 miles. A total of 20 vehicles will be replaced each year from 2025 through 2028.

COTA/Plus Vehicles

COTA's Short Range and Long-Range Plan 2020-2050 recommends advancing a method to deploy multiple first-mile/last-mile microtransit 'zones', connecting the region to the fixed-route bus system. Based on these recommendations, zone evaluation, and new on-demand partnership opportunities, one to two new zones will be evaluated for launch in 2024 and onwards. These zone launches will require ten (10) vehicles each year, five (5) of which will have ADA accessibility support.

Street and Remote Floor Scrubber

Funding is to replace a scrubber that assists in cleaning the entire Street & Remote facility. The current scrubber has reached its useful life and is unrealizable for service.

T-12 Scrubber Facilities 1600 McKinley

Funding in 2024 is to replace a scrubber that assists in cleaning the entire McKinley facility but is primarily focused on the bays. The current scrubber has reached its useful life and is unreliable for service.

Miscellaneous Equipment Allocation

This annual allocation is to earmark funds for projects that have not been identified beyond the first year of the CIP.



FACILITIES	2024	2025	2026	2027	2028
MAINTENANCE					
Annual Pavement Maintenance Program	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900
Transit Stop Improvement Program	\$ 244	\$ -	\$ -	\$ -	\$ -
	\$ 1,144	\$ 900	\$ 900	\$ 900	\$ 900
RENOVATIONS/IMPROVEMENTS					
'1600 McKinley Ave Facility Renovation - Pha	\$ 1,500	\$ 500	\$ -	\$ -	\$ -
COTA Electrification Infrastructure Upgrades	\$ 12,500	\$ 16,000	\$ 18,500	\$ 13,000	\$ -
'33 N High Facility Upgrade	\$ 250	\$ 250	\$ -	\$ -	\$ -
Park and Ride Signage Upgrade	\$ 750	\$ -	\$ -	\$ -	\$ -
Transit Facility Maintenance and Updates	\$ 353	\$ -	\$ -	\$ -	\$ -
McKinley Dayroom Carpet Replacement	\$ 40	\$ -	\$ -	\$ -	\$ -
RTU Replacement Near East Transit Center	\$ 106	\$ -	\$ -	\$ -	\$ -
Fields Improvement	\$ 3,500	\$ 1,500	\$ -	\$ -	\$ -
Street and Remote - Ridership Shelters	\$ 275	\$ 300	\$ 325	\$ 350	\$ 350
	\$ 19,274	\$ 18,550	\$ 18,825	\$ 13,350	\$ 350
FACILITIES: TOTAL PROJECTS	\$ 20,418	\$ 19,450	\$ 19,725	\$ 14,250	\$ 1,250

Annual Pavement Maintenance Program

COTA maintains approximately 40 acres of pavement at 33 Park & Ride and turnaround locations in addition to six transit centers, two transit terminals, and various locations of leased or shared access for which COTA has a maintenance responsibility. This funding allows for pavement to be maintained at a safe operating condition in a predictable phased approach.

Electrification Infrastructure Upgrades

As part of COTA's transition to a Zero Emission Fleet and in support of COTA and regional Sustainability goals, COTA is increasing electric charging infrastructure in a phased approach across multiple locations. This funding request provides for Battery Electric Bus charging infrastructure and equipment for the McKinley Avenue and Fields Avenue facilities as well as publicly accessible EV chargers for Park and Rides and Transit Centers. This project also accounts for investments to incrementally increase the utility capacity available for charging demands and provides on-route charging capabilities at strategic locations to increase the operating range of our electric buses.

33 North High Street Improvements

Funding is requested in 2024 for ongoing modification of COTA's administrative offices at 33 North High Street. The level of funding requested is intended to support the reconfiguration of existing and new furniture to support dynamic and evolving teams within the existing space with a small amount of construction support.

1333 Fields Avenue Improvements

In 2024 and 2025, funding is requested for the improvement of transportation supervisor's offices to support better employee access, replacement of Vehicle Maintenance bus lifts, new line managers office, and main entrance signage.

Park & Ride Signage

Funding in 2024 will provide for standardized monument signs at COTA owned Park & Rides. The new sign design will incorporate the current COTA logo and will consider renewable energy sources for backlighting to improve the customer experience when using our Park & Ride facilities. There are currently 16 Park & Rides where COTA owns the property, all of which have different styles of signage.

Transit Stop Improvements & Shelters

Funding in 2024 provides for the purchase and installation of shelters. These shelters are end-of-life replacements for existing shelters as well as new shelter installations at new locations determined by planning. Planning is considering new shelter locations in 2023 (based on ridership and proximity to assisted living, schools, and health care facilities) and an allowance of ten (10) replacements. These funds will also include the purchase of solar lighting for all new shelter installations.



4 | Technology

TECHNOLOGY AND INNOVATION	2024	2025	2026	2027	2028
Info IVR & Pass IVR (ITS: Trapeze)	\$ 28	\$ 28	\$ 28	\$ 28	\$ -
NetSteady: Telephony Upgrade	\$ 750	\$ -	\$ -	\$ -	\$ -
Engineering Data Equipment Acquisition	\$ -	\$ 35	\$ -	\$ -	\$ -
Digital Signage	\$ 1,000	\$ 500	\$ 500	\$ -	\$ -
APC Replacement and Optimization	\$ 3,000	\$ 2,000	\$ -	\$ -	\$ -
End User Computer Replacement Program	\$ 750	\$ 300	\$ 300	\$ 300	\$ 300
BRT Switch and Sign Replacement	\$ 1,020	\$ -	\$ -	\$ -	\$ -
Copier and Printer Replacement	\$ 100	\$ 100	\$ 100	\$ 100	\$ -
Access Points Upgrades	\$ 138	\$ -	\$ -	\$ -	\$ -
COTA Plus Hardware Updates	\$ 646	\$ -	\$ -	\$ -	\$ -
WIFI Upgrade Transit Vehicles	\$ 572	\$ -	\$ -	\$ -	\$ -
Conference Room Upgrades	\$ 385	\$ -	\$ 385	\$ -	\$ -
Large Transit Vehicles HDW Upgrades	\$ -	\$ -	\$ 5,000	\$ -	\$ -
Fleet Security Camera and Recording Systems	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Technology and Innovation Infrastructure	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	\$ 15,889	\$ 5,463	\$ 8,813	\$ 2,928	\$ 2,800
TECHNOLOGY: TOTAL PROJECTS	\$ 15,889	\$ 5,463	\$ 8,813	\$ 2,928	\$ 2,800

Info IVR & Pass IVR (ITS: Trapeze)

Funding is requested for this project over a 5-year period. Replacement of the Enghouse IVR for fixed route and mobility call centers; allowing multiple languages and better automation of voices.

NetSteady: Telephone Upgrade

Funding is requested for the project in 2024. Upgrade telephony systems for better reliability, failover and overall functionality Determine Departmental Needs, Design System, Test existing hardware and infrastructure, identify potential Vendors, establish demo systems, Present to evaluation Committee, Make Recommendation Board Approval, Implementation Planning, Rollout Plan, Develop Support Package, Documentation.

Engineering Data Equipment Acquisition

Funding is requested for this project in 2025. One of COTA's Engineering Department responsibilities is conducting complex problem solving and data analysis for continued improvement of vehicle maintenance. With the expressed intention of improving existing vehicle reliability to provide uninterrupted service to our customers and community. As such, to better understand the performance of a fleet of 320+ vehicles and any prospective vehicles, to conduct analysis, the department would like to add the capability of data acquisition into our services. As our vehicles, including our fleet of BEBs or potential ZEVs, become more complex from a technological standpoint, being able to troubleshoot in house and provide stakeholders with solutions that return vehicles to service quickly will grow to be vital. As this would be a new endeavor for most of the personal COTA, most users will not have attended prior acquisition training, taking that into account, COTA is looking at the Dewesoft platform and supporting accessories that will aid in the transition into the DAQ space. This platform once procured, does not have any additional operations cost associated with licensing, support, and continuing education via web-based curriculum. Routine maintenance will be needed to ensure proper function and accuracy of results. COTA users can complete training and earn certification based off tested proficiency at no additional cost. The platform can interface with several industry standards so as the capability of the department expands, the platform is modular and can be adapted to future COTA needs. Additionally, the user

interface is customizable to the specific user including displays and reports that can be curtailed to COTA's need as they arise. This hardware has the compatibility to use several types of sensors and devices to collect, then integrate these datapoints and synthesize into a dashboard or report for use. This information includes but is not limited to sources like CAN/OBII/J1939, GPS, AV, NVH, measuring devices, strength of materials, electrical, and thermal sources as capabilities expand.

Digital Signage

Funding in 2024 will provide real-time arrival information at locations outside the BRT corridor, where stops lack the power and connectivity to deploy the same style of signs.

APC Replacement & Optimization

Funding requested in 2024 to upgrade the current equipment utilized by COTA for the automated counting of passengers boarding COTA vehicles. This will allow us to provide a more accurate count to COTA staff, Board of Trustees, and external entities. The current system was upgraded in 2019.

End User Computer Replacement Program

Funding is requested over the next five (5) years to upgrade the current computer equipment used by COTA staff to perform daily responsibilities. Upgrades are used to support basic end-of-life needs as well as performance needs based on employee responsibility.

BRT Switch & Sign Replacement

Funding is requested in 2024 for this project to upgrade the current switches and bright signs installed in COTA CMAX BRT pylons through the service route. Initial equipment was installed in 2016/2017 and is reaching the end-of-life.

Copier & Printer Replacement

The current fleet of copiers and printers are either at or near their end-of-life cycle. While we are making attempts to curb printing within the organization, an allocation will be set aside each year to replace printers if they break down and are deemed as necessary and are cost prohibitive to repair.

Access Points Upgrades

This project is a four-year refresh of the current access points within COTA facilities. Upgrading access points will allow for a wider coverage area and an increase in the speed in which data flows.

COTA Plus Hardware Upgrades

An upgrade of the equipment for COTA/Plus transit vehicles will bring them more in line with the equipment in other COTA vehicles. Additionally, refreshing hardware every five to six years ensures reliability and functionality.

WiFi Upgrade Transit Vehicles

This project has been established to add/upgrade WiFi within all transit vehicles. This upgrade would allow for uploading and downloading data on all vehicles more quickly.

Conference Room Upgrades

Funding is requested in 2024 to upgrade the current equipment installed in all conference rooms within COTA facilities. The current technology was installed in 2020 and we want to ensure there are funds set aside for the next upgrade.

Large Transit Vehicles HDW Upgrades

Funding is requested in 2024 to provide an upgrade to the current equipment installed in all COTA large transit vehicles. The hardware on the current fleet of large vehicles was last upgraded in 2020 and we want to ensure there are funds set aside for the next upgrade.

Fleet Security Camera and Recording Systems

Funding is requested for this project in 2026 for the upgrades of camera and recording systems within our COTA vehicles. Our ability to reliably capture high-quality videos of criminal acts, motor vehicle crashes, passenger accidents and employee policy violations is vital to our ability to perform our mission and deliver the best-in-class service to our community. This project is intended to replace our current vehicle camera system recorders, cameras and components, server and client software and all necessary wireless accessories to a more sustainable and reliable platform. Due to Safety Vision's legacy head-end storage and management requirements, their system is no longer sustainable within our environment. The recorders that are currently on 130 of our buses are no longer supported by Safety Vision and new parts cannot be purchased. We are repurposing old hardware to provide replacement parts as needed but this only provides a limited, finite supply.

Allocation for Information Technology

This annual allocation is to earmark funds for projects that have not been identified beyond the first year of the CIP. These funds help offset unforeseen demands and identified shortcomings of technology.



DEVELOPMENT

Rickenbacker Area Mobility Center	\$ 17,050	\$ 4,850	\$ -	\$ -	\$ -
Hydrogen Pilot Program	\$ 4,000	\$ 2,000	\$ -	\$ -	\$ -
Westside Mobility Center	\$ -	\$ 250	\$ 750	\$ 5,000	\$ -
Downtown Transit Center- Design	\$ 500	\$ -	\$ -	\$ -	\$ -
Northeast Transit Center	\$ 100	\$ 100	\$ -	\$ -	\$ -
Mobility Innovation Tests (MIT)	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
S Hamilton Rd & Refugee Rd Transfer and Layover I	\$ 495	\$ -	\$ -	\$ -	\$ -
LinkUS West Broad Corridor	\$ 8,833	\$ 44,036	\$ 126,118	\$ 126,118	\$ -
LinkUS East Main Corridor	\$ 10,500	\$ 9,256	\$ 55,205	\$ 110,734	\$ 110,734
LinkUS Northwest Corridor	\$ -	\$ 4,000	\$ 4,000	\$ 27,000	\$ 87,000
Property Acquisition	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
DEVELOPMENT: TOTAL PROJECTS	\$ 43,528	\$ 65,542	\$ 187,123	\$ 269,902	\$ 198,784

Rickenbacker Mobility Center

A new, mixed use Rickenbacker Transit Center is being constructed to serve the major regional logistics hub and jobs center that is the greater Rickenbacker Airport area. The acquired 10-acre lot location is at the intersection of Shook Road and London-Groveport Road. This 22,000 square foot facility provides important transit connections between COTA's urban system and rural transit providers in addition to local workforce shuttles. This Joint Development Project includes food access in partnership with the Mid Ohio Food Collective, training opportunities in partnership with Columbus State Community College, child care facilities, and other available vendor space.

Funding in 2024 provides for the majority of the construction effort. COTA has received \$1 million in funding from the State of Ohio, as well as Congressional Earmark funds and MORPC Attributable Funds, and with other funding partners anticipated COTA's contribution is expected to be near the 20% minimum for federal funding.

Hydrogen Pilot Program

Funding is provided in 2024 to develop a Hydrogen Fuel Cell Pilot Program to provide for operation and maintenance of up to four hydrogen fuel cell powered electric transit vehicles for the purpose of workforce development, reliability testing, and operational testing. This study will provide for safe fueling and maintenance facilities at the pilot scale, which may include facility modifications and site improvements for a temporary fuel storage and transfer station.

Westside Mobility Center

Funding for this project will improve the efficiency and functionality of COTA's fixed route service on the west side of the service area. It will improve North/South connections with the number of lines crossing Broad Street. It is possible that this project will be included with the East/West Corridor project.

Downtown Mobility Center

2024 funding is provided to allow for preliminary engineering and advancement of a downtown mobility center concept. This mobility center is envisioned as a central facility for transfers and connections to downtown mobility services.

Northeast Transit Center

2024 funding is provided to allow for preliminary engineering and advancement of a northeast transit center modeled on the recently developed Rickenbacker Mobility Center. This transit center is envisioned as an important connection for the COTA network to significant northeast job centers and development.

Mobility Innovation Tests (MIT)

Mobility innovation tests use low cost and/or temporary materials to demonstrate known strategies to improve mobility. Projects will be selected based on corridor analysis or selected for individual target areas. Projects with significant capital costs may include Pop-up Shared Mobility/Bus-only Lane marked with cones; Bus Stop Platform waiting areas; Bus Stop Parklet; Red bus-only lane treatment; Innovative Partner Projects; Queue Jump signal; or Mock LinkUS Station.

S Hamilton Rd & Refugee Rd Transfer and Layover Facility

The Mid-Ohio Food Collective has recently purchased property (old Kroger Site) along Refugee and is interested in partnering with us to establish better connectivity to the proposed Foodbank.

Funding is requested in 2024 for the design and construction of a new transfer and layover location for Lines 05 23, & 24. The initial phase of this will include basic amenities for passengers including shelters, benches, and lighting, ADA waiting area, sidewalk connectivity, and proper turning measures for transit operations. Additional conversations are taking place with the Mid-Ohio Food Collective to determine enhanced options.

LinkUS West Broad Corridor (Design & Construction)

The West Broad Corridor project is a part of the broader LinkUS Program, a partnership between COTA, the City of Columbus, MORPC, and Franklin County. The West Broad Corridor is intended to build a High-Capacity Bus Rapid Transit system supported by programs to advance more equitable development patterns and provide more mobility options, outside of single occupancy vehicles. This project is 9.3 miles in length with over 50% dedicated bus guideways, spanning from downtown Columbus to the Prairie Twp Community Center. The initial scope consisted of design efforts, coordination with multiple municipalities and utilities, and extensive public engagement to determine the most efficient route layout – a “locally preferred alternative” (LPA) for each corridor. Federal processes for participation in the competitive Capital Improvements Grant (CIG) program guide this project. An FTA ratings request is expected to be submitted in August of 2023. The project has currently advanced into 60% Design Phase, to be completed December of 2023.

Funding is requested in 2024 to advance the design phase into 90%, immediately followed by 100%/Construction Documents. Initial utility and localized construction to take place in 2025 with station and roadway construction to begin in 2026.

LinkUS East Main Corridor (Design & Construction)

The East Main Corridor project is a part of the broader LinkUS Program, a partnership between COTA, the City of Columbus, MORPC, and Franklin County. The East Main Corridor is intended to build a High-Capacity Bus Rapid Transit system supported by programs to advance more equitable development patterns and provide more mobility options, outside of single occupancy vehicles. This project is 13.6 miles in length with over 50% dedicated bus guideways, spanning from downtown Columbus to a new development east of Taylor Rd in Reynoldsburg jurisdiction. The initial scope consisted of design efforts, coordination with multiple municipalities

and utilities, and extensive public engagement to determine the most efficient route layout – a “locally preferred alternative” (LPA) for each corridor. Federal processes for participation in the competitive Capital Improvements Grant (CIG) program guide this project. An FTA ratings request is expected to be submitted in August of 2024. The project is approaching 30% detailed design and will be completed at the end of Q3 of 2023.

Funding is requested in 2024 to advance the design phase into 60%, immediately followed by 90% Detailed Design and then 100% DD/Construction Documents. Initial utility and localized construction to take place in 2026 with station and roadway construction to begin in 2027.

LinkUS Northwest Corridor (Design & Construction)

The Northwest Corridor project is a part of the broader LinkUS Program, a partnership between COTA, the City of Columbus, MORPC, and Franklin County. The Northwest Corridor is intended to build a High-Capacity Bus Rapid Transit system supported by programs to advance more equitable development patterns and provide more mobility options, outside of single occupancy vehicles. Phase one of the project extends from downtown City of Columbus along Spring/Long St and Olentangy Rd and ends at Bethel Rd. The project is currently in 10% Detailed Design phase.

Funding is requested in 2025 to continue Detailed Design with initial utility construction in 2027.

Property Acquisition

Funding is requested to support acquisitions that may be geared toward land purchases at key development nodes related to corridor projects, future operating facilities, right-of-way assembly, or otherwise rare opportunities that may pose significant future benefit to COTA.



ADMINISTRATION	2024	2025	2026	2027	2028
Data Catalogue (Data.World)	\$ 50	\$ -	\$ -	\$ -	\$ -
Salesforce Service Cloud Implementation	\$ 500	\$ 300	\$ 300	\$ 300	\$ -
Customer Experience and Marketing Tool Expansion	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Project management Tool Integration with Infor.	\$ 50	\$ -	\$ -	\$ -	\$ -
Fare Management Feature Setup and Configuration	\$ 125	\$ 75	\$ 75	\$ 75	\$ 75
Fare Management Asset Purchases	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25
Data Catalog Tool Setup and Configuration	\$ 100	\$ -	\$ -	\$ -	\$ -
Data Engineering and Visualization	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
ADMINISTRATION: TOTAL PROJECTS	\$ 1,450	\$ 1,000	\$ 1,000	\$ 1,000	\$ 700

Data Catalogue

Data Catalog is a collection of metadata (resources), combined with data management and search tools, that helps users find the data they need, serves as an inventory of available data, and provides information to evaluate the fitness of data for intended uses. The catalog will improve the value of analytic solutions being built by providing more context and understanding of existing data sources across COTA. These funds help deploy the data management tools and processes to create and manage data moving forward.

Salesforce Service Cloud Implementation

Implementation of new software that will allow CEC/CCC service capabilities for call/emails/web inquiries, etc. from customers. Allow COTA customer service reps to manage customer calls in Salesforce utilizing telephone integration with Cisco System. Allow COTA management team to view metrics regarding customer service cases in Salesforce. Provide COTA leadership with a roadmap of features and functionality for future releases.

Customer Experience & Marketing Tool Expansion

Customer service and marketing software are SaaS platforms that COTA will be leveraging to improve our service to our customers and ability to market to customers and non-customers.

Project Management Tool Integration with Infor.

Project Management software will be a SaaS platform that COTA will leverage as our source for managing strategic, local and department efforts for the organization. The current solution being implemented is called Smartsheet. Consistency in using a common tool will allow for language that everyone understands, can pull and report on information in the system, and allow COTA to improve our execution practices for the organization.

Fare Management Feature Setup & Configuration

COTA is continuing to work with Masabi on setup and configuration of new features. Those features will cost COTA for implementation and configuration in our environment. Features included in this request include but not limited to: Support for Events, Promo Codes, EMV, Referral Program, Paratransit Integration, COTA//Plus deep integration, Donation Program.

Fare Management Asset Purchases

The Fare Management Product team will be purchasing additional validators for our fleet of vehicles for fleet turnover, break/fix and ensure we maintain an acceptable level of inventory. Additionally, the team will be purchasing smartphone devices to emulate the customer experience on various platforms and operating

systems. Finally, this request includes the cost for purchasing additional smartcards and hardware to manage smartcard configuration for our customers.

Data Catalog Tool Setup & Configuration

Data catalog software will be a SaaS platform that COTA will leverage for analyzing, managing, and understanding data. The current solution being implemented is called data.world. The capital funding being requested will pay for external labor sources to setup and configure the implementation for COTA's specific requirements. The tool will provide COTA the ability to identify data from our various data sources and provide additional insights on the information available on the platform.

Data Engineering & Visualization

Funding is requested to build software integrations between applications (on prem and cloud) to improve reporting capabilities. Additionally, these resources assist in building visualizations aids and dashboards for COTA that will be leveraged by internal staff and external stakeholders.



Summary of Revenues and Expenditures 2024 2025 2026 2027 2028

Capital Improvement Fund

Capital Revenues

Allocation from Operating Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Allocation - Cash Allocation	\$ 6,911	\$ 7,084	\$ 7,261	\$ 7,442	\$ 7,628
Sales Tax Allocation - Debt Allocation	\$ 10,366	\$ 10,626	\$ 10,891	\$ 11,164	\$ 11,443
Federal State and Local Assistance	\$ 18,776	\$ 31,412	\$ 43,048	\$ 32,321	\$ 19,932
Grant Revenue	\$ 38,416	\$ 60,834	\$ 108,061	\$ 146,326	\$ 98,867
Debt Service Proceeds	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 50,000	\$ 155,000	\$ 155,000
Total Revenue	\$ 74,469	\$ 184,955	\$ 219,262	\$ 352,253	\$ 292,870

Capital Expenditures

Vehicles & Equipment	\$ 39,243	\$ 51,372	\$ 66,066	\$ 61,945	\$ 78,634
Facilities	\$ 20,418	\$ 19,450	\$ 19,725	\$ 14,250	\$ 1,250
Technology	\$ 15,889	\$ 5,463	\$ 8,813	\$ 2,928	\$ 2,800
Development	\$ 43,528	\$ 65,542	\$ 187,123	\$ 269,902	\$ 198,784
Administration	\$ 1,450	\$ 1,000	\$ 1,000	\$ 1,000	\$ 700
	\$ 120,527	\$ 142,827	\$ 282,726	\$ 350,024	\$ 282,168

Debt Service	\$ 2,129	\$ 4,004	\$ 7,450	\$ 7,450	\$ 7,450
Other/Misc	\$ 1,520	\$ 1,520	\$ 1,520	\$ 1,520	\$ 1,520
Total Expenditures	\$ 124,176	\$ 148,351	\$ 291,696	\$ 358,994	\$ 291,138

Surplus/(Shortfall)	\$ (49,706)	\$ 36,605	\$ (72,434)	\$ (6,742)	\$ 1,732
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Beginning Fund Balance	\$ 99,940	\$ 50,234	\$ 86,838	\$ 14,404	\$ 7,662
Ending Fund Balance	\$ 50,234	\$ 86,838	\$ 14,404	\$ 7,662	\$ 9,394

Capital Expenditures 2024-2028 (\$000's)



