

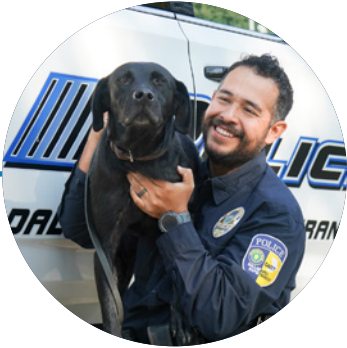
# Unlocking Our Full Potential...

POINT B STRATEGIC PLAN  
**ANNUAL REPORT**  
NOVEMBER 2025



**...Together**

With our **Employees**



For our **Customers**



In partnership with our **Communities**



# Our Vision

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Your first-in-mind mobility partner.

# Our Mission

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We create best-in-class mobility experiences that help people and communities connect and flourish.

# Our Values

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## **We are in this TOGETHER.**

This means being always respectful and honest with each other. Saying what we mean and meaning what we say. And understanding that we are all working toward a common vision.

## **We are COMMITTED to serving.**

This means being diligent, thoughtful, and creative in our work. Focusing on what is right, not who is right. Knowing that our individual and collective contributions are valued by our customers and communities.

## **We are PROFESSIONAL in all we do.**

This means taking pride in our work. Conducting ourselves in a manner that allows integrity and compassion to shine through – and that reflects the DART reputation. Recognizing that we are responsible and accountable for our actions.

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# We are DART

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Catalyzed  
**\$18.1B**  
in economic impact  
from projects around  
DART rail stations

Opened the  
**26-mile  
Silver Line**  
regional rail service

Worked with service area  
cities on customized  
**Area  
Plans**

Advanced  
**\$110M**  
on security, cleanliness,  
and reliability projects

Provided  
**56M  
trips**  
in the last year

Moved  
**171,000  
passengers**  
every weekday

# Message from the President & CEO

Since our Point B Strategic Plan was approved in June 2024, DART has unified around an ambitious set of six strategic goals intended to move us from being a service that people sometimes use to a valued regional economic and mobility asset that helps people and communities connect and flourish.

We envision a region in which transit plays a far more substantial role than it does now. This vision will not be achieved overnight and cannot be achieved alone. It requires collaboration, creativity, innovation – and, most importantly, the will to roll up our sleeves and work together to create long-lasting and meaningful outcomes for everyone – riders, the public, service area cities, and our region.

2025 has been both challenging and rewarding. Challenging given the continued political, legislative, and financial pressures on our agency, and because we had to make hard decisions on service adjustments for 2026. Rewarding by virtue of several accomplishments outlined in this Point B progress report, including those highlighted here.

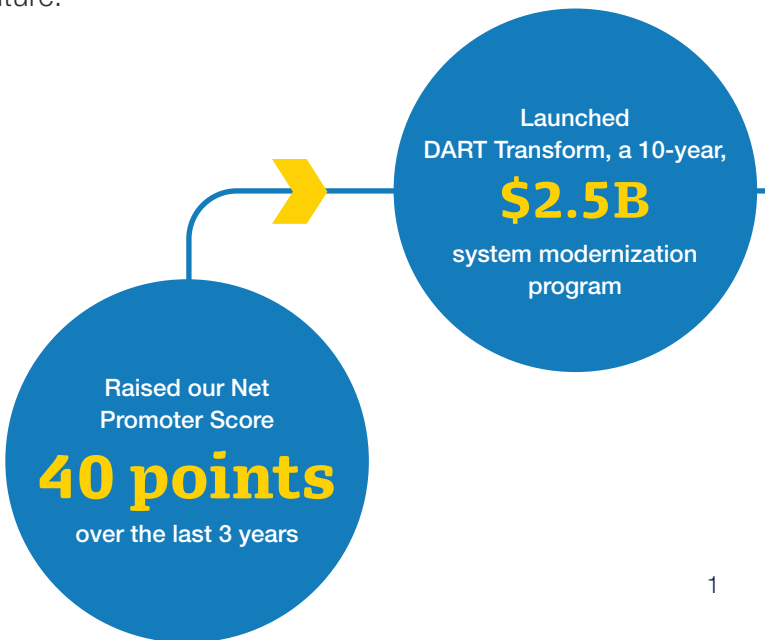
With North Texas on track to become the third-largest region in the U.S. within a decade, our riders, advocates, and community partners remind us of what matters most: protecting essential services for the people who rely on DART every day.

Look inside to see how we are working with our employees, for our customers, and in partnership with our communities and stakeholders. We look forward to continuing this journey forward to position our people, cities, and region for continued success well into the future.

Sincerely,



Nadine S. Lee  
President & Chief Executive Officer



# About DART

Dallas Area Rapid Transit (DART) was established in 1983 and is a regional transit agency serving 13 North Texas cities: Addison, Carrollton, Cockrell Hill, Dallas, Farmers Branch, Garland, Glenn Heights, Highland Park, Irving, Plano, Richardson, Rowlett, and University Park. We are committed to providing an extensive, accessible, and sustainable transit network that connects communities and drives economic growth.

## Services that move you

DART's expansive network provides mobility choices for everyone. It features 93 miles of light rail with 66 stations, and the newly-opened 26 mile Silver Line regional rail service with 10 stations. Our system also includes 90 bus routes, supported by 14 passenger facilities and more than 7,000 bus stops, ensuring broad accessibility. The agency also provides paratransit services throughout our entire service area, ensuring freedom of mobility for riders with disabilities.

To meet evolving mobility needs, DART operates 34 GoLink microtransit zones covering 327 square miles and plans to expand into more areas in 2026. GoLink provides flexible, on-demand service that links riders to nearby transit hubs and local destinations, enhancing first-mile/last-mile connectivity.

DART operates the Dallas Streetcar under agreement with the City of Dallas. We also jointly own and operate the 34-mile Trinity Railway Express (TRE) with our partner to the west, Trinity Metro, offering commuter rail service between the downtowns of Dallas and Fort Worth. Together, this network of services moves over 170,000 passengers each weekday across more than 700 square miles, and provided 56 million trips last year, connecting people to key destinations and opportunities across North Texas.

## How we are funded

DART relies heavily on the 1% voter-approved sales tax, which helped create DART in 1983. This revenue – along with federal funds, investment income, short- and long-term financing, and farebox revenue – fund operating and capital priorities of the agency. In Fiscal Year 2025, the Board of Directors approved a \$1.76 billion budget. For Fiscal Year 2026, the approved budget is \$1.81 billion, a 2.7% increase over the prior year.

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**To learn more about DART services and our commitment to financial transparency, visit [DART.org](https://www.dart.org).**

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# Moving Toward Point B

## Strategic Goals and Key Highlights

In June 2024, DART launched a new vision for transit in North Texas through its Point B Strategic Plan. Since that time, we have focused our efforts around six transformative goals to move us closer to our vision of being first-in-mind for mobility.

The first two goals, Empowered Agency and Culture of Contribution, are internally focused on DART and its employees. The second set of goals, Quality Service and Seamless Mobility, are customer-focused but can only be realized in relationship to the first two. The final two goals,

Fantastic Spaces and Strategic Relationships, are focused on community and relationship-building. Both are critical to engaging others, adding value, and creating advocacy around transit's role and potential in the region.

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**Keep reading to find out more about what we accomplished over the last year – with you, for you, and in partnership with you.**

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### Empowered Agency

Build a nimble organization that can act quickly and effectively by streamlining processes and empowering employees.



### Quality Service

Deliver a quality customer experience defined by strong rider advocacy and built on professional pride and continuous improvement.



### Fantastic Spaces

Create fantastic spaces that add value to our communities, enhance the rider experience, and foster a sustainable and thriving region.



### Culture of Contribution

Create a culture that aligns roles and responsibilities with the DART vision, deepens organizational trust, and encourages growth.



### Seamless Mobility

Integrate mobility options to create a seamless travel experience defined by frequency and reliability that positions DART as first-in-mind.



### Strategic Relationships

Position DART as a collaborative leader and recognized regional economic and mobility asset.



**Build a nimble organization that can act quickly and effectively by streamlining processes and empowering employees.**



## **GOAL 1**

# **EMPOWERED AGENCY**

By streamlining organizational processes, investing in new technology systems, leveraging more data, and strengthening our recruitment and hiring processes, we are continuing to build a nimble organization that empowers its employees and effectively responds to the needs of our communities and stakeholders.

# Ensuring DART Delivers at the Speed of Business.

This year, we embarked on a Strategic Organizational Assessment to find more effective ways to work smarter. The assessment focused on three critical areas that touch all parts of our agency: procurement, human resources, and data management. This effort took a close look at our processes and developed recommendations to streamline workflows and manage data in ways that empower employees to do their work better. Each recommended improvement makes us a more nimble organization that can act quickly and effectively to make a bigger impact with fewer steps.



## The six-month Strategic Organizational Assessment effort included:

- » A review of agency plans, policies, and data
- » Leadership interviews with 41 leaders across several departments
- » A Data Management Survey to learn how the agency uses and accesses data
- » Five workshops with cross-departmental staff that focused on procurement, human resources, and data workflows and processes
- » Root cause analysis and solutions to streamline how we work and collaborate

We've zeroed in on many improvements to continue advancing DART's six strategic goals, and we're ready to get to work on those of highest priority to deliver measurable results in the form of time savings, process efficiency, and employee engagement.

Our roadmap and change management plan will guide our efforts over the next several years as we advance recommendations in parallel with planned major investments in our business systems. This includes a new Enterprise Resource Planning (ERP) system, which will modernize our financial and procurement processes, information reporting, and analytics, to better meet present and future agency needs.

# New Team Members. New Perspectives. A Stronger DART.

While we continue to recruit through traditional methods, we have intentionally energized our recruiting with technical trade schools, and created new opportunities through innovative collaborations with organizations that support seniors, individuals with special needs, and veterans.




## A better recruitment experience

Our on-site job fairs have helped us streamline recruitment by allowing candidates to apply in real-time via DART-supplied computers. Candidates are then screened and interviewed the same day by a DART hiring official. We also worked with our Medical Compliance team to extend conditional offers to the selected candidates for hire.

Application stations and on-site interviews allowed for efficient screening, an accelerated application process, direct connections with talent, and an opportunity for DART and our best candidates to shine.

## Finding great talent in our communities

This year, we made a more concerted effort to find talent in our own backyard and promote DART as an employer of choice. We partnered with For Oak Cliff to host three career fairs at their campus, reaching 2,000+ community members, and hiring 6 bus servicers and 4 bus operators. With Hope Restored, we partnered on their Spring into Work Job Fair. Initiatives such as these not only help us connect with local talent, they also serve to educate individuals on how DART can provide access to jobs and life enriching activities, and strengthen our presence and commitment within the neighborhoods we serve.

 For our comprehensive support of veteran initiatives in North Texas, DART was honored with the Texas Veteran's Commission award, directly recognizing our success in expanded veteran recruitment.

## Value by the numbers (FY25)

**250+**

Job seekers with disabilities attended the DART-assisted EmployAbility Career Expo. We are committed to finding opportunities to integrate individuals with all abilities into our workforce.

**600+**

Attended career fairs hosted at DART headquarters. We hired 40 bus operators, 5 mechanics, and 2 procurement specialists.

**30+**

Interns from high schools, colleges, and universities were hired over the summer, setting them up as potential future employees.



# A Foundation for Real Estate Management Excellence.

DARTSpace, a powerful new platform developed in-house, has transformed our real estate processes. It empowers vendors, businesses, and community partners with a single, intuitive portal where customers can handle everything from submitting applications and uploading documents to making secure payments.



Processing vendor applications to use DART-owned spaces used to take up to 60 days due to a paper-based process and fragmented coordination. To address this, DART developed DARTSpace, an end-to-end digital platform that streamlines applications, approvals, and payments while ensuring regulatory compliance.

The platform allows public and private partners—from cities and utility companies to developers and pop-up retailers—to register online, securely upload required documents, pay electronically, and receive real-time status updates. This shortens the approval timeline to as little as 10 days, reduces administrative burden, and enhances compliance oversight.

DARTSpace is more than a tool. It is part of a broader strategy to better leverage our real estate assets by activating underutilized properties more quickly and easily, which in turn fosters greater community engagement and supports economic growth in the North Texas region.

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**Whether you want to host a farmers market, open a retail kiosk, or launch a new project across or within DART property, DARTSpace provides the streamlined tools to bring creative ideas to life while moving at the speed of business.**

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**Create a culture that aligns roles and responsibilities with the DART vision, deepens organizational trust, and encourages growth.**



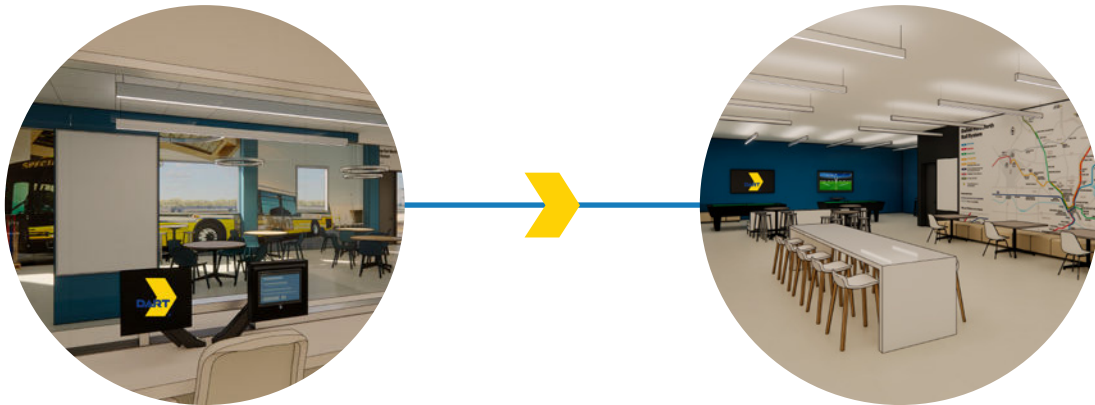
## **GOAL 2**

# **CULTURE OF CONTRIBUTION**

Our greatest strength and most vital asset remains our people, whose dedication and expertise drive every success across our expanding system. This year, we developed strategies to upgrade our workplace facilities, and reinforced our commitment to employee growth, investing significantly in training and professional development to ensure they have the tools and skills necessary to meet the demands of our operations and future challenges. By formally recognizing their accomplishments and supporting their collaborative work within our communities and alongside our partners, we are cultivating the expertise required to deliver best-in-class mobility experiences.

# Putting Our People In Place to Thrive.

In a major step toward modernizing our workplace facilities, DART completed its Bus Operating Facilities (BOF) Master Plan. This plan provides a comprehensive strategy to upgrade five of our oldest facilities (built between 1969 and 1984) over the next 12 years.



Our strategy, which was developed through detailed assessments and stakeholder input, focuses on three key benefits:

- » **Enhancing the Employee Work Environment:** Creating safer, more efficient, and comfortable spaces for our staff.
- » **Improving Safety and Efficiency:** Modernizing each facility to enhance resiliency and operational effectiveness.
- » **Maximizing Land Use:** Re-imagining facilities to best align with DART’s future growth and city development objectives.

Based on the plan, DART’s first focus is modernizing the Northwest BOF – \$10.8M is included in the 5-year Capital Improvement Program (CIP) for this effort and a federal grant is being pursued to make our dollars go farther. The CIP also includes redesigning the Senate Street facility to include a new Non-Revenue Vehicle (NRV) shop – freeing up valuable land along Jefferson Boulevard for a new fantastic space.

## Bus Operating Facilities Master Plan

<b>Northwest BOF</b>	Stay in place, modernize
<b>South Oak Cliff BOF</b>	Stay in place, modernize
<b>East Dallas BOF</b>	Stay in place, modernize
<b>NRV Facility at Jefferson Blvd</b>	Relocate to Senate Street, create new maintenance shop
<b>Senate Street Mobility Management Services (MMS) Facility</b>	Stay in place, re-imagine

# Investing in Growth and Excellence.

From navigating uncertain times to igniting potential, we believe that the continuous development of people is fundamental to achieving our strategic goals, driving excellence, and fostering a thriving workplace culture.



## Our new Career Launchpad ignited employee growth

We successfully kicked-off the Career Launchpad, a new digital platform designed to support professional growth at every stage. This centralized hub provides a suite of valuable resources, including personalized career planning tools, curated learning modules, and access to mentorship and networking opportunities.

**1,700 employees**

engaged with our Employee Development Series



## Our People Leader Development Program made major strides

The program is designed to cultivate and prepare current and emerging leaders for success while also building their skills and confidence to better serve our customers and stakeholders and lead DART into the future. New program resources included:

- » **Group Coaching sessions** for collaborative problem-solving
- » **DiSC Assessment** to leverage self-awareness for more effective team engagement and strategic decision making
- » **On-Demand Group eLearning** with expanded content on relevant leadership topics
- » **Manager Academy** for developing mid-level managers to take their next step in their careers

“



**I think DART is a great place to work. We are focused on developing our workforce because there are lots of opportunities for them to continue to grow at DART.**

– Rosa Medina-Cristobal, SVP Human Resources

”



# Supporting our Communities.

Our commitment to the communities we serve goes beyond transit. We strive to be an integral part of the community fabric. That's why we're so proud to be supporting local organizations and causes that bring our staff closer to the critical needs of our communities as dedicated partners and volunteers.



**78,400**

meals created during  
National Day of  
Volunteering



**50**

families served  
at Joe's Pantry



**21**

dedicated volunteer  
opportunities for  
DART employees



# Recognizing Those Who Go the Extra Mile.

Every day, DART employees pour their insight, hard work, and passion into creating a public transit experience North Texans can be proud of. For the second straight year, we recognized those who make immeasurable contributions with our Excellence in Service Awards. Their dedication helps us fulfill our mission of providing a best-in-class mobility experience that helps people and communities connect and flourish.



**Safety Award**  
Belinda Galloway



**Agency Stewardship**  
Ralph Halton



**Innovation**  
Daryl LeMarr



**Workforce Excellence**  
Barry Pierce



**Transportation Excellence**  
Adrian Lewis



**Equity & Inclusion**  
Esther Sandy





## Congratulations on 55 years of service, Eleazar Garcia!

From his first time driving the bus on the SMU Line in 1970 to the rides he still provides today, Eleazar Garcia has left a permanent imprint on North Texas. His warmth and heart of service have made him a favorite of coworkers and DART riders for over five decades.



### Customer Service

Sylvester Fumey-Nassah



### Spirit Award

Keisha Ellis



### COO Award

Adrian Lewis and Howard Kelley II



### CEO Award

Richard Tear,  
Erasto Sanchez, and  
Katrina Degrate



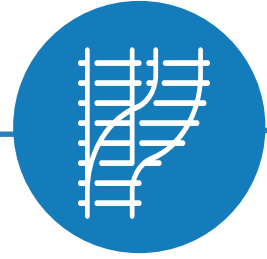
### CEO Award

Rob Smith



### CEO Award

Donna Henry



### CEO Award

Train Control Team  
(see below)

LaDonna Adams  
Christopher Batiste  
Melicu Bray III  
Erica Green  
Jess Gunn

David Hernandez  
Jasmine Holland  
Kendrick Johnson  
Shekia Jones  
Christopher Kress

Freddie Lee  
Bridget Lowder  
Rubin Lowder  
Christopher Nielsen  
Keion Persaud

Sharon Pierce  
Salomon Salazar  
Russell Stone  
Arturo Torres  
Gerardo Trujillo

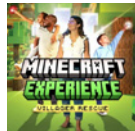
Antoine Tucker  
Jorge Velazquez  
Cleon Williams II



# Building Connections, Boosting Ridership.

Through our community partnerships, we are proud to have engaged with over 2.5 million people at various events this year, dedicating countless hours to these vital connections. Our goal is to continue to grow and strengthen connections and highlight DART as a first-in-mind mobility partner for both everyday travel and community or special events, so we can turn occasional users into fans for life.

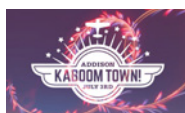
## A Snapshot of Where We've Engaged



NCAAP Garland Parade



Blues Fest





**Deliver a quality customer experience defined by strong rider advocacy and built on professional pride and continuous improvement.**



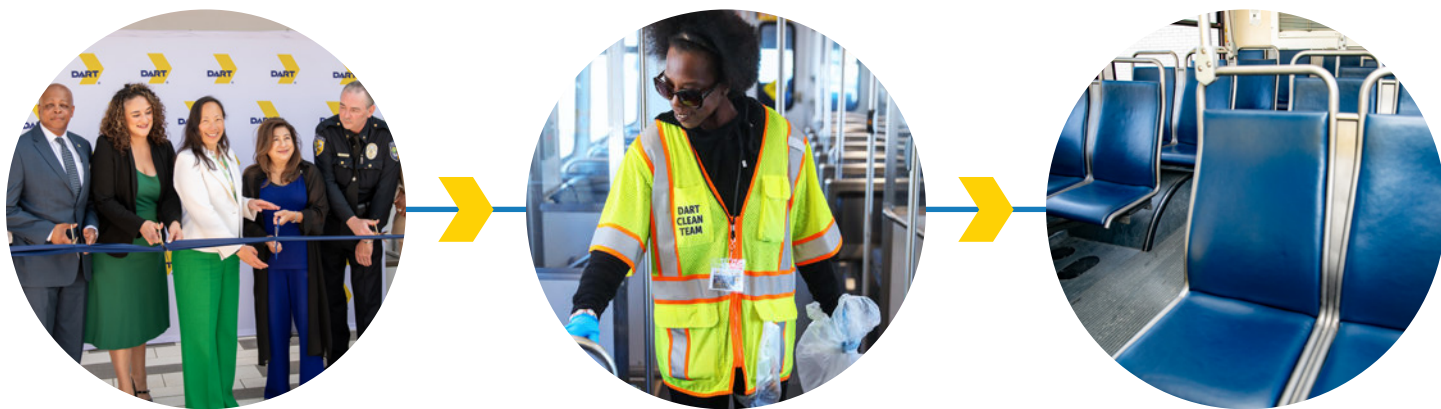
## **GOAL 3**

# **QUALITY SERVICE**

Our goal is to get you from Point A to Point B as safely, reliably, and pleasantly as possible. Through ongoing facility upgrades, improved maintenance, enhanced cleanings, and added safety and security measures, we're working to provide a service our riders love. Your feedback inspires our progress and we are dedicated to growing, improving, and serving you better every day.

# Repair, Renew, Reinvent.

From centralizing key functions and repairing long-standing stations, to enhancing our cleaning protocols on and off the fleet, we continue to work diligently to advance projects and initiatives that support our customers, communities, and employees. Many of these efforts are part of DART Transform, our 10-year, \$2.5 billion system modernization program.



## Our backbone for reliable and seamless service

In August 2025, DART completed and opened the Consolidated Dispatch and Command Center (CDCC), a state-of-the-art facility that consolidates bus, rail, and DART Police dispatch functions into a single, centralized location. The CDCC will help us ensure seamless operations and enable a more coordinated, faster response to security and service issues when they occur.

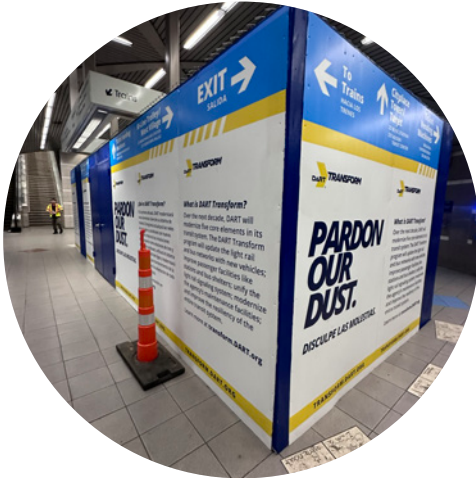
To further support our communication and resiliency, we are replacing outdated fiber with 500,000 feet of 144-strand cable by summer 2026. This will provide a highly reliable and secure communication backbone, improving our network redundancy and ensure critical systems like rail signaling, security cameras, and more can meet the demand—from current operations to future growth.

**“Continue the safety and cleaning protocols - I think the job has been a hard one and appreciate what has been done and hope to see the efforts continue.” - DART Rider, Dallas**

## Putting ridership improvement funds to work

Using \$110.3 million from the Mobility Assistance Fund (MAF) approved by the Board in October 2022, we have completed or continue to advance a set of security, cleanliness, and reliability projects across the DART System. From increasing our security and clean team presence, to replacing over 50,000 seats on bus and rail, to installing crossing controllers, we’ve completed 16 projects and have 13 more underway to create a better rider experience.





### Revitalization below Central Expressway

DART is investing in the future by revitalizing Cityplace/Uptown Station – our only underground station. We’re in the process of deconstructing and reconstructing six escalators that will serve riders for decades to come. Other improvements over the coming years will include new inclinator, state-of-the-art passenger information displays, and enhanced lighting, along with design and safety upgrades to keep this station in tip-top shape for our community.

#### Did you know?

- » Our platform is located 120 feet below ground level? That’s about 10 stories beneath US 75 (Central Expressway)!
- » There are 2 unique inclinator (diagonal moving elevators) that travel on the same slope as the tunnel.
- » The station artwork reflects the fossils and geology of the 80-million year old Austin Chalk limestone that the station lies within.
- » At the west side of the station, you can connect to the M-Line Trolley, which reverses direction using a large turntable.

### Upgrading along the Trinity Railway Express (TRE)

TRE is a crucial heartline connecting Dallas and Fort Worth for commuters, travelers, and special event-goers, including those attending the 2026 FIFA World Cup. We’re modernizing several coaches and cab cars with new furnishings, upgraded HVAC system, and USB charging, and adding five state-of-the-art locomotives in 2026. With funding support from the Regional Transportation Council, our riders will benefit from additional upgrades, including our passenger announcement speakers, repainted locomotives, and vinyl seats.

We’re also double-tracking the last 1.2 miles of rail in Dallas County to make the TRE more efficient and reliable. This crucial improvement will allow freight trains to pass without delaying passenger service, creating a smoother journey for TRE riders. This strong partnership with BNSF, NCTCOG, and TxDOT will allow us to have the final segment of double-tracking substantially completed by summer 2027.





### Live Green, Ride Clean

DART launched its Live Green, Ride Clean initiative, a strategic effort with a team of over 250 employees and contractors committed to creating a consistently welcoming environment for our riders.

- » We beautified stations across the system with vibrant flower beds and native greenery to create sustainable and inviting spaces for both riders and the community.
- » We replaced 40 HVAC units along the right of way at the signal and traction electrification substation (TES) houses to ensure continuous, reliable, and safe operations of our rail system.
- » We are installing unbreakable polycarbonate elevator glass protective systems on all elevators to reduce vandalism and glass replacement costs.
- » We refreshed windscreens, canopies, and made repairs at several stations as part of our ongoing maintenance campaign.

 **This year, DART was honored to receive Gold-level recognition from APTA’s Sustainability Commitment program for our ongoing practices that advance environmental, social, and economic sustainability goals.**

### Piloting better bus shelters

DART is modernizing its bus stops with a new generation of bus shelters. This initiative is a direct result of extensive customer feedback and valuable partnerships.

With input from architecture students from The University of Texas at Arlington, and in partnership with Tolar Manufacturing, we designed and installed three new bus shelter prototypes for customer testing at five locations across Dallas, Plano, Richardson, and Garland. After a successful pilot program, we made design adjustments based on feedback from customers and employees, and ordered the first 60 NextGen shelters, which will be installed by the end of 2025.

In anticipation of these new amenities, we’ve completed the construction of 172 new bus stop amenity pads this past year, with plans to construct more next year.

Our ongoing amenities expansion program includes the addition of 250 NextGen shelters and 455 steel strap bench locations. All current shelters, benches, and trash cans will also be replaced. This systemwide effort to provide the most comfort while you’re waiting for your ride will be completed in phases between now and FY30.

### Key features of NextGen shelters include:

- » Reliable solar LED lighting
- » Real-time arrival information
- » Increased protection from the elements





### Upgrading our bus fleet for a greener, modern ride

476 new Compressed Natural Gas (CNG) vehicles will soon replace our aging bus fleet. This infusion of new buses is not just an upgrade; it's our commitment to an improved customer experience and better bus service reliability.

Our riders can look forward to boarding new buses soon; we're hitting the roads and serving our communities starting in late 2025!

### Supported by a \$103 million federal grant, the new bus fleet features:

- » Additional security cameras
- » Advanced safety technologies
- » Larger interior InfoTransit monitors
- » Flush-mounted tinted windows
- » Operator safety barrier shields
- » Improved seating and heat reflecting glass for our operators
- » Fewer and cleaner emissions

### Securing our next generation of light rail vehicles

DART is preparing to launch the procurement of its next generation of light rail vehicles, a critical investment to our light rail services. This initiative will begin by replacing our original fleet that entered service beginning in 1996.

Our new vehicle design is informed by extensive community engagement completed in 2023, which allowed us to develop detailed technical specifications and a Request for Proposals that reflects our customer priorities. The new fleet will result in improvements in three core areas: safety and security, reliability, and customer experience.

This critical capital investment will be financed through a diversified strategy combining local funding, aggressive pursuit of grants, and a mix of short- and long-term debt financing. This approach ensures DART is fully prepared to usher in an era of dynamic, reliable, and next-generation transit, powering our region forward for decades to come. The first light rail vehicles are anticipated for delivery in 2029.

**“ I work downtown Dallas and it is convenient for me as I would have to spend more on gas, parking and maintenance for my car. ”**

– DART Rider, Plano





### **Refreshing and upgrading our information display technology**

The upgrades to our Passenger Information Display (PID) infrastructure are a critical investment addressing existing issues of parts obsolescence and fragmented communication capabilities. Currently deployed at all Silver Line stations, the new PIDs significantly enhance the resiliency and reliability of station communications with advanced LED displays providing real-time audio and visual updates on train arrivals, while ensuring visibility and audibility across our platforms.

Our PID upgrades are designed to provide identical functionality and uniformity across our light rail, TRE, and regional rail system. These upgrades are also foundational to allow us to then synchronize messaging with information systems on trains, buses, and at facilities. This essential effort will continue over the next year as we update PIDs at our 10 TRE stations and across our entire light rail system.

#### **New PIDs will unify and upgrade our current system which has:**

- » 178 passenger information displays
- » 7 different sign display types
- » 4 manufacturers

### **Modernizing the purchase experience**

While our GoPass® app and contactless payment options make it easy to pay your fare, visitors and cash customers often use our ticket vending machines (TVMs). Our legacy TVMs are past their useful life – so its time for an upgrade!

Our first phase of new TVM installations included the Silver Line and select light rail stations. By July 2026, we'll have 228 new TVMs across the entire system, improving the experience for all customers – whether using cash, credit, debit, or contactless payment – it will be even easier and more convenient to buy a ticket or buy or reload a GoPass® Tap card.

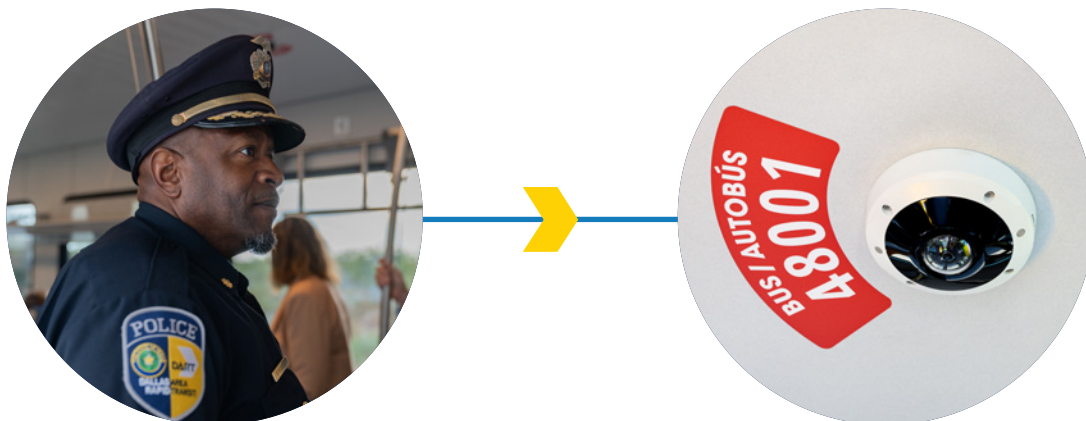
#### **Key features of new TVMs:**

- » Ability to buy and reload GoPass Tap Card
- » Dynamic audio and video capabilities
- » Modern touchscreen interface
- » ADA accessibility and multi-language support
- » Enhanced security



# Committed to Safety and Security.

A safe, secure, and respectful environment for our employees and riders is non-negotiable. We continue to focus on executing our multiyear security strategy while fostering a proactive safety culture across all our services to strengthen rider confidence and deliver a protected transit system.



## DART's Security Strategy

DART's Security Strategy is a living document that identifies five main work areas and 23 initiatives to be completed over a five-year period. DART continues to emphasize continuous improvement in security through initiatives that focus on a mix of staffing, innovative technology, design changes, community outreach and partnerships, education, training, and policy.

Visibility of staff continues to be important to our riders sense of security. DART Police, Fare Enforcement Officers (FEOs), contracted Transit Security Officers (TSOs), and clean teams are out everyday working to keep our systems secure and clean.

## Fostering a safe and respectful environment

To encourage a consistently positive experience for everyone, we are updating our Rider Code of Conduct. Through this revision, we are cultivating a culture of collective stewardship, recognizing that the most comfortable, safe, and efficient journeys are achieved when every rider views the system as a shared community asset and commits to doing their part to protect and enhance the quality of their commute.

## Advancing real-time security

DART implemented a new Video Management System (VMS) and is advancing a project to replace thousands of cameras across our facilities and fleet, which serve as more eyes on the system. To enhance security and incident identification and response, we're looking at ways to use artificial intelligence (AI) and video analytics to support the evaluation of rider and crowd behaviors across our platforms, trains, and buses. By employing sophisticated algorithms, this technology can help us quickly identify suspicious behaviors requiring immediate intervention by DART Police.

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**We believe that preventing crimes of opportunity helps enhance the safety of our entire transit system. This year, we hosted 13 anti-theft campaigns, directly engaging with 6,800 riders on safety tips. These campaigns along with our DART Say Something app helps us all play a crucial role in maintaining a safe and secure system.**

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### Our highest priority: Safety

The safety of our riders and the well-being of our employees are DART’s highest priorities. Following recent service disruptions, we are aggressively renewing our commitment to a strong safety culture where every employee understands safety is everyone’s job. Our safety culture is built on six foundational pillars, driving improvement from the leadership level to every operational function:

- » Leadership Commitment
- » Transparent Safety Culture
- » Strong Communication
- » Continuous Training
- » Employee Empowerment
- » Data-Driven Decision Making

Rooted in accountability and continuous improvement, this systematic approach is our blueprint for delivering the safest experience possible for the communities we serve.

### Valor on the line

The American Red Cross honors extraordinary acts of service carried out by professional responders. It is, in fact, one of the highest honors the American Red Cross bestows. While on patrol at Bachman Station, DART Police Officer Lee Cannon performed life-saving CPR on an unresponsive individual on the platform. For his heroism, Officer Cannon was honored with the American Red Cross Lifesaving Award for Professional Responders.



**Your actions embody the highest level of care and concern one person can show for another in a moment of crisis.**

– Linda Braddy,  
American Red Cross North Texas CEO



### DART’s Agency Safety and Compliance Team:

- » Facilitate quarterly meetings at each of our operations and maintenance facilities, providing comprehensive training and open discussion with all employees.
- » Actively engage the public through campaigns like Operation Lifesaver and gather crucial rider feedback via surveys to drive targeted safety improvements across our system.





### Care and connection through MDRT

Our Multi-Disciplinary Response Team (MDRT) 2-year pilot program continued through 2025 to help transform DART from a de facto shelter into a proactive support system for vulnerable populations experiencing homelessness, addiction, and mental health challenges.

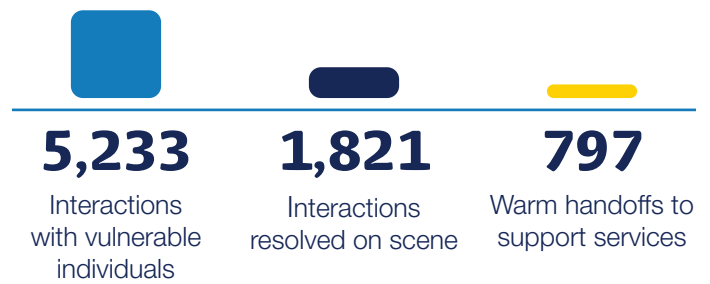
The MDRT operates through a collaborative partnership with Parkland Health, which provides licensed mental health clinicians who work alongside DART Police officers. The partnership enables the team to offer on-the-ground support, including crisis intervention, resource referrals, and direct connections to services.

DART is taking steps to transition the MDRT into a permanent program, so we can continue to meet the needs of our riders while playing a part in addressing societal issues.

The MDRT includes:

- » Two patrol MDRTs with a DART Police officer and Parkland Health professional.
- » One rail MDRT with a DART Police officer and Parkland health professional (deployed on rail system based on community need).
- » One rail MDRT with a DART Police officer trained in mental health and supported by other teams as needed.

### Measuring Compassion and Intervention (FY24-FY25)



### The MDRT pilot program has:

- » Successfully connected vulnerable populations to critical services.
- » Reduced the time our officers spend on jail and hospital diversions so they can focus on more critical system security needs.
- » Improved customer satisfaction and increased feeling of safety and security on our system.
- » Strengthened our partnerships with social service agencies across the service area.



**Our social workers are able to do in-person psycho-social assessments meeting needs where they are.**

– Kristin Peterson, Parkland Health



# From Touchpoint to Trust.

True rider satisfaction goes beyond a single positive experience. It's the degree to which that experience builds trust and motivates riders to become active DART promoters in their community. We reinforce this commitment with our annual Customer Satisfaction Survey, using its results to directly guide system improvements. In parallel, our customer experience strategy focuses on strengthening our internal workings to ensure we are always putting our customers first.

Our 2025 Customer Satisfaction Survey results are in! After two years of growth, DART's overall satisfaction among riders remains strong at 70%. And, since last year, we've seen a 7-point gain in our Net Promoter Score (NPS). That means we've got more people who really enjoy their ride and would promote DART to friends and family – helping us move another step closer to being our community's first-in-mind mobility partner.

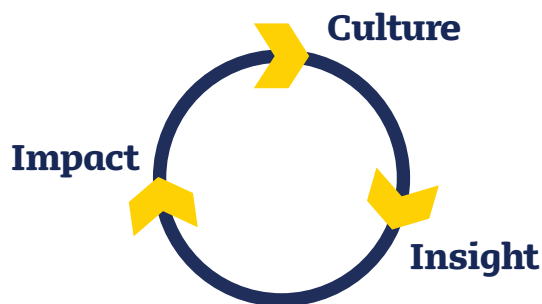
The results prove that our investments are paying off. This positive trend is a direct result of our strategic initiatives, such as the Ridership Improvement Funds and the successful DARTzoom bus network redesign. We're committed to building on this momentum and continuing to invest in improving the rider experience by systematically addressing customer pain points.

## An Upward Trajectory in Our NPS



## Charting DART's customer experience strategy

We've spent this past year mobilizing our teams across the agency to better plan and coordinate on efforts that drive better experiences for our riders. We've also looked internally at our business processes to develop a strategy along with key work streams that will continue driving our organization towards greater customer centricity.



DART's customer experience strategy is structured to serve as an engine for continuous improvement:

- » Deepen our insights and address gaps in how we receive feedback and listen to our customers so that we can quickly and effectively address pain points.
- » Continue advancing our culture to promote customer-centric behaviors while removing roadblocks so our employees can consistently deliver exceptional experiences.
- » Continue designing great experiences that elevate rider voice at all stages of service delivery and distinguish the DART brand beyond the expected.





**Integrate mobility options to create a seamless travel experience defined by frequency and reliability that positions DART as first-in-mind.**



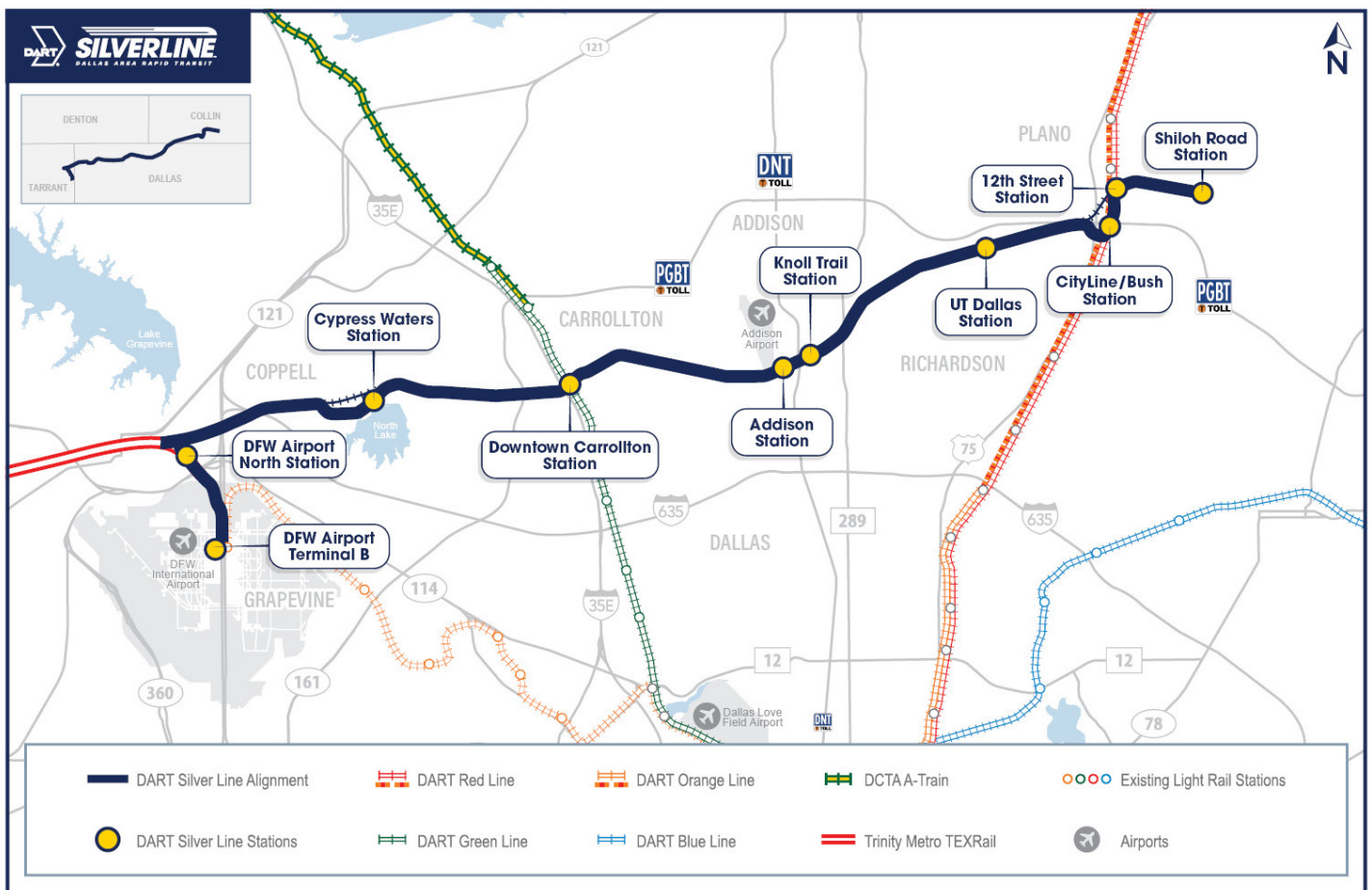
## **GOAL 4**

# **SEAMLESS MOBILITY**

Our work to create a more seamless travel experience is never done. We're underway with exciting initiatives aimed at integrating more mobility options and improvements, and collaborating with our cities on transit-supportive projects that make our system more reliable, efficient, and valuable for every city and every rider.

# Discover New Horizons on the Silver Line.

After years of collaborative planning and design with our cities and the public, the Silver Line has arrived. The Silver Line opened on October 25, 2025, and is our new 26-mile regional rail service that traverses seven cities – Plano, Richardson, Addison, Carrollton, Dallas, Coppell, and Grapevine – with a final connection at DFW Airport. The Silver Line creates a new east-west connection that will improve accessibility to major employment and educational opportunities in the area while supporting economic development at every stop.



# Ride. Celebrate. Repeat.



# Seven Cities, Ten Stations.

## DFW Airport North

DFW Airport North Station connects with TEXRail commuter rail, which transports passengers through Tarrant County into downtown Fort Worth.

**Transit Connections:**  
TEXRail and Trinity Metro bus



## Downtown Carrollton

Located within walking distance of historic downtown Carrollton and with easy access to IH-35E, Downtown Carrollton Station serves as a major hub to area restaurants, shopping, hiking, and biking.

**Transit Connections:**  
DART Green Line, DART buses, GoLink, and DCTA A-Train (future)



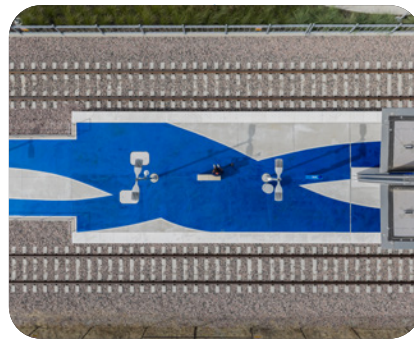
*Just 32 minutes to  
DFW Airport Terminal B*



## DFW Airport Terminal B

DFW Airport Terminal B Station serves airport passengers and employees and is the western terminus of the line.

**Transit Connections:**  
TEXRail, DART Orange Line, DFW Airport Skylink, and DFW Airport Terminal Link buses



## Cypress Waters

Located near the growing Cypress Waters area, Cypress Waters Station is the first residential and business point for passengers leaving DFW Airport.

**Transit Connections:**  
GoLink



## Addison

Located within Addison's culinary and entertainment district, Addison Station provides easy access to work and play, with restaurants, parks, entertainment, and offices all within walking distance.

**Transit Connections:**  
GoLink and DART buses



# One Amazing Journey.

## UT Dallas

UT Dallas Station is a key transit hub for many of the 31,000 students at UTD, connecting them to the rest of the greater DFW region for housing, internships, and fun.

**Transit Connections:**  
DART buses



## 12th Street

Downtown Plano's shops, restaurants, and historic landmarks are within walking distance of 12th Street Station. The station also includes a new light rail platform on the existing Red/Orange Line, which is adjacent to the historic Douglass Community, the oldest established African American settlement in North Texas.

**Transit Connections:**  
DART Red/Orange Lines,  
DART buses and GoLink



*Just 56 minutes to  
DFW Airport Terminal B*



## Knoll Trail

Knoll Trail Station is less than a half-mile from the popular Village on the Parkway retail center, surrounding office and residential, and walkable to Addison Circle park via the adjacent Cotton Belt Regional Trail.

**Transit Connections:**  
DART buses



## CityLine/Bush

Located near the intersection of the President George Bush Turnpike and Central Expressway (US 75), CityLine/Bush Station provides easy access to the adjacent mixed use CityLine development, including dining, retail and entertainment options.

**Transit Connections:**  
DART Red/Orange Lines  
and DART buses



## Shiloh Road

Shiloh Road Station is the eastern terminus of the Silver Line and is located in Plano's industrial business district. This eye-catching station includes pop art and incorporates the industrial aesthetic into its design.

**Transit Connections:**  
GoLink

# Optimizing the Environment Our Buses Operate In.

The Corridor Optimization and Rider Experience (CORE) Program is designed to enhance the bus network through collaborative planning with our service area cities. We're working together to improve travel speed and reliability, enhance pedestrian safety, and create a better transit environment for all users.



**Corridor Optimization + Rider Experience**

**Enhancing streets for transit and people**

Our first phase of the program identified key corridors for improvement, assessed existing conditions, and developed a best practices toolbox for our service area cities.

Building on this foundational work, we're now advancing project concepts, drafting design guidelines, estimating costs, and developing a funding and implementation strategy. This phase also strengthens alignment with area planning efforts by coordinating with cities to ensure transit improvements support broader land use and economic development goals.

## Two demonstration projects will be underway in 2026:

- » Renner Road pedestrian improvements in Richardson (funded through NCTCOG).
- » Bikeway improvement projects within City of Dallas (funded through Public Transportation Improvement funds).

**When completed, the CORE Program will bolster our rider experience in four exciting ways:**



**Nodal Improvements:** Targeting upgrades along specific route segments to speed up service.



**Emerging Corridors:** Enhancing high-performing routes to prepare them for more service to move more people.



**Bus Rapid Transit (BRT) and High-Capacity Corridors:** Preparing select routes for potential federal funding and high-capacity service.



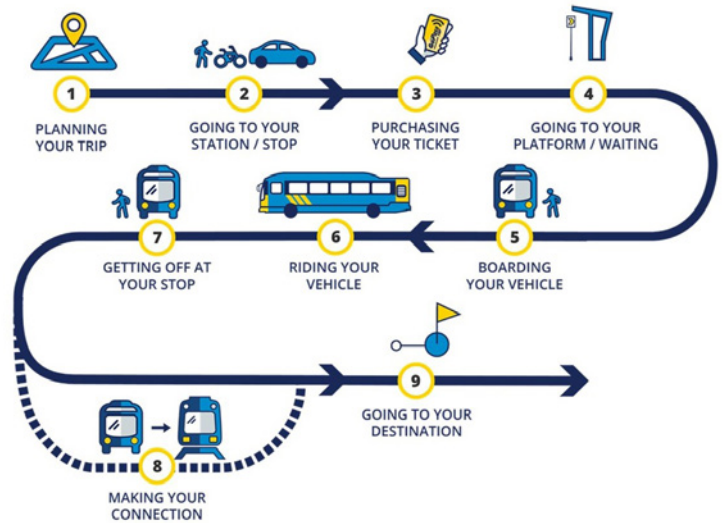
**Downtown Improvements:** Addressing systemwide challenges through long-term, coordinated upgrades in the most congested segments of our system.



# Improving the Customer Journey at Each Step.

## What is your experience at each step of the journey?

The insights we gained from our Passenger Journey Mapping Survey this year are helping us learn how our riders interact with our facilities and public infrastructure. From the moment they leave their home until they reach their destination, we're finding opportunities to make the journey better. Areas where we can make improvements are being integrated into DART Transform program, turning rider feedback into actionable improvement projects.



## Moving you seamlessly, with clarity and confidence

This year, we launched an exciting initiative to transform how our customers navigate the system, making every journey more intuitive and seamless. Our Visual Experience Redesign project began with a comprehensive, systemwide analysis of all the visual cues our riders use to get around, from signs and maps at stops and transit centers, to digital information.

Based on these findings, we're now developing a Wayfinding and Communications Master Plan to guide future improvements. This strategic effort will lead to updated design and sign standards, new system maps, and improved timetables, all designed to create a more confident and effortless travel experience for everyone. We're laying the groundwork for some big and bold changes that will make your travel experience more intuitive and effortless!



# GoPass<sup>®</sup>: Expanding Features and Driving Adoption

GoPass, an award-winning platform for end-to-end trip planning and digital payment created by DART in 2013, continues to add value for transit riders in our region as well as transit agencies across six states that license use of our GoPass app.



## GoPass app improvements for DART customers this year included:

- » **Event Ticket + Transit Pass:** You can now buy event tickets and special DART transit passes for many local events directly within the GoPass app event carousel.
- » **Corporate and Higher Ed Enrollment:** Employees and students in DART’s subsidized transit programs can now sign up themselves using the app.
- » **More Ways to Ride:** The GoPass “Plan” section allows you to easily locate micro-mobility options, including Circuit, Lime, Spin, and Bird scooters.

## Speaking of scooters...

Our successful pilot program for scooter parking was set up at four high-traffic stations (CBD West Transfer Center, Victory, EBJ Union Station, and SMU/Mockingbird) to keep scooters from obstructing and interfering with bus and train operations. More scooter parking zones will be identified across service area cities soon.

## More improvements on the way:

- » By the end of 2025, GoPass users will be able to take advantage of our Live Journey feature. This will allow our riders to receive journey related notifications, share their location with loved ones, send feedback related to their journey, and see trip activity from their locked screen.
- » Over the next year, we will be integrating our paratransit service booking capabilities along with variable pricing (for GoLink) into the DART GoPass app.

## Unlocking Access with GoPass (FY25)

**446,337**

**Combined Apple & Google Downloads**

**734,000**

**Total Active Users**



# Reviewing and Reshaping Policy, Service, and Fares.

During 2025, DART took several steps to evaluate policy, service, and fare changes to better align service with our performance standards and budget constraints, and to ensure regional consistency and best practices in our fare structure. Overall, 2026 will bring a net increase in operations with the new Silver Line and added city services. Even so, we've adjusted some service levels and discontinued underperforming or duplicative routes.

## GoLink Rider Policy

To optimize GoLink service and better manage demand and cost, the Board approved a GoLink Rider Policy in February 2025 for implementation starting in May 2025.

This policy calls for:

- » Limiting repetitive cancellations
- » Addressing excessive no-shows
- » Limiting GoLink trips to no more than 6 trips daily
- » Managing rider misconduct

Early results are in and these policy changes are making a positive impact. Cancellations declined by 38% and no-shows declined by 12%, saving money and freeing up resources for other trips. DART will continue to monitor the policy and its effects.

## Service changes

The service changes approved by the Board in September 2025 are designed to minimize the impact to as many customers as possible while maintaining coverage and frequency. Key changes coming in February 2026 include:

- » Express bus routes 305, 378, and 383 will be discontinued based on duplicative services.
- » Weekday peak frequency will change to 20 minutes for route 306.

- » Weekday peak frequency will change to 20 minutes on all light rail lines and frequent and local bus routes. (Routes 1, 3, 5 and 9 will stay at 15 minutes.) Midday, evening, and weekend service levels will stay the same.
- » Routes 28, 41, and 47 will become local bus routes (100s).
- » New GoLink zones will be added in Plano and Addison, creating citywide coverage.
- » Circulator shuttle services will be added in the Plano Legacy area and in Addison.

## Fare changes beginning 2026

The fare changes approved by the Board in August 2025 are designed to generate additional revenue from specialized services and control subsidy per passenger, while creating consistency with regional pass categories. As part of the change, GoLink service will encourage the use of "Rally Points" at key destinations and transit hubs. Customized curb-to-curb trips not using a "Rally Point" are not included in the base fare and will be subject to distance-based fares for trips over 5 miles. Fare changes will take place over time as part of a multi-phase fare restructure as shown below.

### 2026 Fare Changes Table

Fare Category	Fares through February 2026		Effective March 2026	
<b>Regional Day Pass</b>	\$12 Regular	\$3 Reduced	\$9 Regular	\$4.50 Reduced
<b>Paratransit ADA</b>	\$3.50	-	\$4 (before March 2027)	-
<b>GoLink Distance Based</b>	-	-	\$3 + \$1/mile beyond 5 miles	-
<b>Day Pass Voucher</b>	10ct/\$36 Local	10ct/\$26 Regional	10ct/\$36 Local	NA
<b>3-Hour Pass Voucher</b>	-	-	10ct/\$18 Local	-
Fare Category	Fares through December 2025		Effective January 2026	
<b>Corporate Annual Pass</b>	\$720 Local	\$1,440 Regional	\$945 Local	\$1,440 Regional





**Create fantastic spaces that add value to our communities, enhance the rider experience, and foster a sustainable and thriving region.**



## **GOAL 5**

# **FANTASTIC SPACES**

While our DART vehicles are on the move every day, we're also committed to creating spaces that help our communities thrive. Each space contributes to our mission of transforming public transit environments into vibrant, sustainable, and community enhancing spaces.



# Embracing Transit-Oriented Development to Shape Our Region's Future.

Rapid growth in North Texas requires strong strategies and partnerships for development around transit. Transit-Oriented Development (TOD) integrates public transit with surrounding mixed-use development, encouraging sustainable, accessible, and economically vibrant communities.

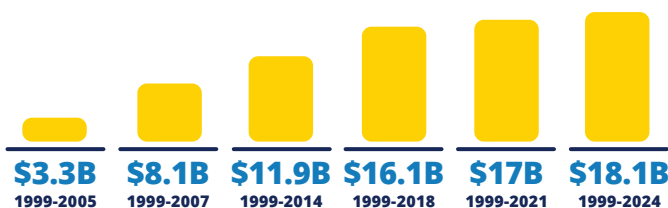
The latest study conducted by the UNT Economics Research Group reveals the significant economic benefits of development projects near DART's light rail stations. In the 25 years since UNT first began its studies, development within a quarter mile of DART's light rail stations has resulted in a \$18.1 billion direct impact to the North Texas region.

In 2022-2024, there were 37 development projects within one-quarter mile of DART's light rail stations. These projects resulted in:

- » A \$1.0 billion direct impact and \$1.9 billion total economic impact.
- » Creation of 5,295 jobs, and total employment creation of 9,422 jobs, adding up to \$724.2 million in labor income for workers in the region.
- » 10% and 12.6% rent premiums for residential and commercial properties, respectively.

These projects also created \$51.5 million in construction-related state and local sales tax revenue, and result in ongoing property tax and sales tax revenue to benefit local communities.

## Cumulative Impact of Development Around DART Light Rail Stations



**Since 1999, DART has catalyzed a steady stream of development, which now totals \$18.1 billion!**

## TOD Summit held in partnership with the Urban Land Institute (ULI)



In March 2025, DART and ULI brought together over 250 participants including transit executives, private sector leaders in development, and public sector leaders for our first ever TOD Summit to examine opportunities and challenges in creating successful transit-oriented communities. Topics included:

- » The evolving role of transit agencies in urban development
- » Public and private sector partnerships role in driving successful TOD projects
- » How TOD can expand housing options, stimulate job growth, and enhance local revenue
- » Global perspective on transit-oriented development successes, challenges, and lessons learned

We look forward to convening another TOD Summit in 2027!

## Converting underutilized assets into vibrant TOD hubs

The pandemic reshaped our daily lives, changing how and where we work and, in turn, how we move. This shift has presented a unique opportunity, allowing DART to transform our underutilized parking facilities into prime locations for development. We're seizing this moment by working closely with cities and developers on a shared vision to accelerate TOD. By converting these spaces into vibrant community hubs, we are directly stimulating economic activity and building dynamic, mixed-use destinations around our stations. This isn't just about adapting to a new normal; it's about proactively creating fantastic spaces that support a more connected and prosperous future for our entire region.



While several TOD planning efforts are underway, we have three projects in pre-development (Addison Station, Lake Ray Hubbard Transit Center in Garland, and Arapaho Center Station in Richardson) and three TOD projects actively under development and in various phrases of construction.

### TOD projects in development

#### Trinity Mills Station (Carrollton) Green Line and DCTA A-train

The Esplanade Park is complete and Phase 1 of the residential units are currently being leased. Subsequent phases will include retail, entertainment, multifamily, hotel, and office.

*Developer: Integral and Koa*



#### SMU/Mockingbird Station (Dallas) Red, Blue, and Orange Lines

Construction will begin in Fall 2025 for Phase 1, a multifamily construction with a new pedestrian plaza connecting DART customers to a new 500-space underground garage. Subsequent phases will include multifamily, hotel, and office.

*Developer: Trammell Crow Company*



#### Buckner Station (Dallas) Green Line

This \$107M project broke ground in Summer 2025 and will transform a portion of DART's underutilized parking lot into 304 units of mixed-income housing, 244 of which will be affordable units.

*Developer: Palladium USA*



### Tax Increment Reinvestment Zones (TIRZ)

The Board's approval of the new TIRZ Framework in May 2025 reflects a shared vision to continue strengthening our communities and leveraging DART to support our cities' own economic objectives. This innovative policy was created in collaboration with city leadership and provides a powerful tool for our service area cities to fund transit-oriented development and local improvements around DART transit hubs. By leveraging a portion of the tax increment from future growth, this new tool helps cities create vibrant, walkable and accessible destinations to sustain their long-term success. This approach fosters the symbiotic relationship between transit and economic vitality.

**Tax increment financing zones, also known as TIF districts, are an economic development tool used by municipalities to reinvest tax revenue to fund infrastructure and revitalization projects in designated areas.**



**I think the way that we have tried to be deliberate about leveraging DART has resulted in the city experiencing a high level of success at stations.**

– Don Magner, Richardson City Manager



# Great Journeys Begin Around Fantastic Spaces.

Get to know the new and exciting spaces and activations that are adding to the rich tapestry of North Texas. From supporting the arts to promoting and healthy lifestyle, these spaces position DART as more than just a utility, but an essential part of North Texas culture.



## Richardson's New Park

The new Interurban Common Park took advantage of underutilized DART land parallel to the Red Line via a license agreement and transformed it into a vibrant space for the city's growing downtown district. This creative use of space not only enhances quality of life for the community, but increases the value of surrounding properties and can catalyze even more economic development in the future.

## Farmers Markets

Hosted at various transit stations and held in partnership with organizations like Restorative Farms and the American Heart Association, DART's 18 pop-up farmers markets this year aimed to activate transit stations while increasing access to fresh, healthy, and locally grown produce for communities that may have limited access to nutritious food.

## Cotton Belt Trail

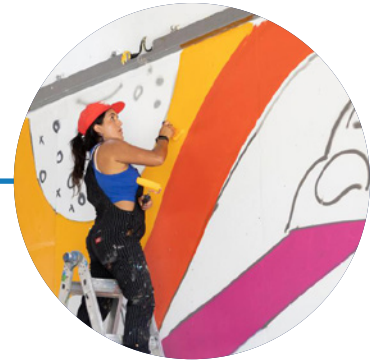
DART, in partnership with its service area cities and the North Central Texas Council of Governments (NCTCOG), is advancing a shared-use trail alongside the 26-mile DART Silver Line and will serve as a new regional amenity for residents and visitors. Phase 1 is complete and included all structures needed to be built prior to Silver Line becoming operational. Phase 2 includes sections in Addison, Dallas, Plano, and Richardson and are slated to be completed in 2027.

## Dallas Mavericks x Traveling Man

We brought energy and visibility to the system by dressing the iconic Traveling Man in team gear during the NBA Playoffs, creating a regionwide moment of pride. This creative activation not only generated excitement and civic pride, but also showcased the power of transit-connected public art, reinforcing DART's role as a community partner to promote one of our favorite teams.

# Turning Concrete into Works of Art.

Cities, community organizations, and local artists partnered with DART to bring murals to life throughout our service area. These murals not only beautify spaces and create a sense of place, but they also celebrate history, creativity, and expression, all while increasing DART's connection to the community.



## **The Timeless Irving Mural** *by Odessa Helm*

The City of Irving led the effort to commission “Timeless Irving,” a massive 5,000+ square-foot mural painted across the walls and rail bridge near the TRE Downtown Irving/Heritage Crossing Station. DART served as an essential partner in this project, enabling the transformation of its infrastructure into a welcoming civic gateway. This dynamic artwork celebrates Irving’s rich history and community identity, successfully demonstrating the power of partnership in highlighting local heritage and creating a vibrant sense of place for riders and residents alike.

## **The Lovers Lane Underpass Mural** *by J.M. Rizzi*

The public art installation beneath the Red Line bridge at Lovers Lane Station was brought to life through a successful partnership between the City of Dallas, the University Crossing Public Improvement District (PID), and DART. This project utilized DART infrastructure to transform a previously neglected area into a vibrant gateway. The colorful mural features a design theme of

“rebirth,” symbolically showing life and color emerging from the infrastructure. This placemaking effort enhances the pedestrian environment near Lovers Lane Station and improves the overall visual experience in the surrounding University Crossing neighborhood.

## **The Loop Mural** *by Mariell Guzman, Sam Lao, Hatziel Flores, Will Heron, Alec DeJesus, Mari Pohlman*

DART served as a key partner for The Loop Dallas in commissioning a massive mural installation along the Hi Line Connector trail, a crucial multi-use path linking the Katy and Trinity Strand trails. The successful collaboration enabled the installation of this one-of-a-kind artwork directly on DART property (DART/TRE overpass near the Design District and IH-35E), marking the first time a rail bridge facade has been used for public art in Dallas. This initiative successfully activated vital trail infrastructure, creating a dynamic, colorful civic landmark that celebrates Dallas culture and enhances the pedestrian and cycling experience near the rail line.





**Position DART  
as a collaborative  
leader and  
recognized regional  
and economic  
mobility asset.**



## **GOAL 6**

# **STRATEGIC RELATIONSHIPS**

DART has had a challenging year. We acknowledge the concerns raised by some of our service area cities regarding funding, service equity, and governance. Recognizing that achieving best-in-class mobility experiences requires a unified effort, our priority is to continue collaborating with all our stakeholders to deliver value to our riders and to advance services that help position DART as a driving force behind the continued economic success of our communities and region.

# Redefining How We Work with our Cities.

Accomplishing our goals requires an approach that focuses on understanding each of our cities' strategic vision and working with them to advance mutual objectives. Area Plans are a tool to enhance collaboration and engagement with cities, allowing us to work together to identify, prioritize, and advance key opportunities through our respective planning and budgeting processes. The Area Plan process is intended to encourage us all to think differently about how DART can be leveraged to meet our cities' mobility, quality of life, and economic development objectives, which benefits everyone.



## Developing Area Plans with cities

The Area Plan process started in 2023 with foundational discussions to understand each of our service area city's strategic vision and key mobility objectives.

Building on this foundation, 2024 focused on the first phase of our Area Planning efforts. We worked with each of our service area cities to map key issues, potential opportunities, and existing conditions to use as our starting point to improve mobility, economic opportunity, and more.

Progress over this last year has been substantial. We've collaborated closely with city staff through workshops focused on identifying near-term projects and long-term opportunities in five key areas: service, facilities, multimodal connections, land use/TOD coordination, and bus corridors/streets. The result is a customized area plan for each city that provides a solid starting point to work from together and a process that creates a continuous feedback loop for DART and its cities to collaborate on shared goals and partnership opportunities.

### Area Plans Completed:

- » Addison
- » Carrollton
- » Cockrell Hill
- » Farmers Branch
- » Garland
- » Glenn Heights
- » Plano
- » Richardson
- » Rowlett

### Area Plans in Development:

- » Highland Park
- » University Park

### Area Plan Workshops Underway:

- » Dallas
- » Irving



# Advancing Local Solutions.

In March 2025, the Board took action on a local commitment resolution to address concerns of some of our service area cities around funding and service levels. The local solution offered an alternative to proposed legislative changes that would impact DART's ability to continue to fulfill its mission to build, maintain, and operate our transit system.

## Our commitment to our cities

The local commitment resolution established a new General Mobility Program (GMP) to help address concerns stemming from an independent cost allocation study that compared sales tax collections with the cost of services in cities. While the report analyzed FY23 data as a snapshot in time, other measures of value and the Silver Line were not included. The Board allocated \$42.6 million to the GMP and approved interlocal agreements in September 2025 that would allocate up to 5% of annual sales tax collected within a city to seven eligible cities for local mobility projects supportive of public transportation.

In addition, we are working to add and adjust services to better meet our cities' unique needs, beginning with new or adjusted GoLink services and site-specific shuttles in Plano and Addison that will start in 2026. Our Area Plan process will continue to identify and advance opportunities with all cities.

The resolution also focused on new economic development programs, which was accomplished through the new TIRZ ILA framework approved in May 2025, which allows DART to contribute a percentage of its future sales tax to zones created by our cities to stimulate economic development. This partnership will help our cities be more competitive in attracting development and new business, while building transit-friendly communities.

These efforts represent our commitment to strengthening local partnerships and directly addressing the unique needs of our service area cities.



## Service area city collaboration

DART proactively engaged with cities at all levels, marking a significant step towards more collaborative discussions and strategically aligned solutions. In the last two years, we have had more than 100 meetings including:

- » 24 individual meetings to discuss each city's strategic vision and mobility goals
- » 10 city council briefings to outline DART's strategic plan and how we are focused on working together on mutual objectives
- » 17 working meetings with city managers to discuss and advance efforts related to economic development, service, funding, and governance
- » 24 individual meetings with mayors and their city managers to discuss and report back on key priorities
- » 11 city council briefings to report back on progress and local solutions
- » 30 area plan meetings and workshops with city staff

DART is committed to transparency, communication, and trust so that we can build stronger relationships and support our shared and unique goals.



# Collaborating on Regional Solutions.

The DFW region continues to grow at a rapid pace and is projected to add 4 million people in the next 20 to 25 years, reaching over 12 million residents by 2050. Our business-friendly climate continues to draw major employers and jobs are expected to grow at a similar rate to nearly 9 million by 2050. In the future, less than 40% of residents are expected to live in a transit authority service area, and the cost of congestion delay is projected to rise from \$16.2 billion to \$33.5 billion per year. A comprehensive multimodal transportation system is central to this growth. DART is committed to collaborating with the region to ensure we leverage transit to sustain our growth well into the future.

## Regional Transit 2.0: A foundation for change

The North Central Texas Council of Governments (NCTCOG) concluded its Regional Transit 2.0 planning and partnership initiative in May 2025. This comprehensive framework establishes a solid and scalable platform for the continued evolution of transit as an essential, growing component of the region’s mobility portfolio. By focusing on deepening collaboration among transit agencies and city leaders, Regional Transit 2.0 proactively addresses the long-term, complex mobility needs of the DFW Metroplex—a region rapidly advancing to become the third largest in the U.S.

Based on the study’s recommendations, DART, Trinity Metro, and DCTA aligned on key priorities to move the region forward. Some of these efforts can be undertaken by transit authority leadership working more closely together, others require local or regional action, and some will require bold change, extensive collaboration, and coalition building.

DART leadership is also participating in the Transit 2.0 Vision Subcommittee to advance recommendations and continues to work closely with our cities and regional partners on governance, funding, and service priorities.

We have already made some progress on Regional Transit 2.0 recommendations related to policy. While the lack of sales tax capacity in non-DART cities remains an issue, the Board amended Board Policy

## Recommendations from NCTCOG’s Regional Transit 2.0 focus on three findings:

1. Sustainable funding and increased efficiency of transit services are both necessary to optimally guide projected growth and development trends
2. Economic development, density, and transit-oriented development are critical for effective regional transit
3. Transit must be competitive with other modes of travel to provide effective mobility and reduce regional congestion.

III.07 by removing contract term limitations. The policy now allows DART to contract for service to a city or county outside the service area if the agency pays 100% of the cost of the contracted service, and includes engagement with the city or county on a plan related to short-term and long-term mobility goals, which would be reviewed and updated periodically to document progress.

Bold changes are needed. Expanded opportunities for funding through legislation is critical to address regional equity and create capacity for transit expansion in non-transit areas. Solutions that only reallocate or limit existing revenue streams diminish the region’s ability to grow in a sustainable manner. Our goal is to work together to create win-win solutions for the region.



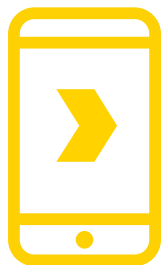
# Strengthening Relationships and Building Advocates.

Relationships and advocacy are essential to success, and a big part of relationship building is understanding the needs and priorities of our customers, stakeholders, and partners so we can align our mutual objectives and do more together. In 2025, relationship-building took center stage. Whether it was mobilizing support, listening to our riders, or working with businesses, we are focused on a future where transit plays a more substantial role in our region's growth. The work is just starting, and we need everyone along for the journey.

## #KeepDARTMoving

During the 89th Texas Legislative Session, bills were filed to significantly reduce DART's sales tax revenue (House Bill 3187 and Senate companion, Senate Bill 1557) and change the composition of the DART Board (Senate Bill 2118 and House companion, House Bill 5049).

Our community mobilized powerfully, advocating fiercely against the proposed cuts by submitting hundreds of public comments and passionate letters to elected officials. Dozens of riders, business leaders, and community members traveled to the state capitol to deliver compelling, late-night, in-person testimony to the committee. This unified display of direct action, combined with the volume of written correspondence proved essential in stalling the bill and protecting the future of our essential services.



94 organic posts

480,454 impressions

65,894 engagements



## Riders shared how HB 3187 could impact them. Some of what we heard included:

- » Many of our vulnerable users that rely on DART daily to get to life sustaining and life enriching activities may not be able to in the same manner they did before.
- » Riders that don't own cars often choose DART to save time and money, and may no longer have that option.
- » Individuals shared that they voted for their 1% sales tax to fund a unified, regional transit system, and felt a betrayal of contract.
- » Service and funding cuts would eliminate thousands of local jobs and jeopardize the strong economic output we enjoy in North Texas.

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**#KeepDARTMoving was DART's most successful digital campaign in 5 years, underscoring the passion the community has for protecting public transit in North Texas. Thank you for your continued support!**

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### Dallas Area Transit Alliance (DATA)

DATA is a community of transit riders from across North Texas, united by the common goal of advocating for a robust and equitable public transit system. The alliance was formed over the past year and as its membership continues to grow, DATA has served as an impactful voice for public transit and supportive policies in our region.


### Citizens Advisory Committee

DART’s Citizens Advisory Committee (CAC) continues to serve as a vital link between the Board and the broader community, ensuring that public transit initiatives are shaped by the perspectives of those they serve. This year, our committee members have been instrumental in providing invaluable feedback to our staff and actively engaging with a wide range of community stakeholders. Their dedicated efforts have been crucial in sharing DART’s value and commitment to its communities, to our continuous improvements, and highlighting the essential role of transit in the regional economy and everyone’s quality of life.



### Building small business advocates as they grow

DART recently hosted its 12th Annual Small Business Academy, achieving the highest attendance since its inception. The full-day event successfully empowered 106 business owners by covering essential topics such as DART’s procurement process, business credit and capital, and marketing strategies. The Academy provided vital networking opportunities with prime contractors to foster future partnerships. This effort reinforces DART’s dedication to strengthening the local business community and fulfilling its mission as a catalyst for diverse economic growth beyond public transportation.

“  

**I’ve been living in Dallas without a car for the last three years and DART makes it possible to do everything I want professionally and socially.**  
 – Hexel Colorado, DART CAC Chair  
 ”



# Shared Missions. Collective Impact.

Strategic alliances are fundamental to DART's success, enabling us to advance our core mission, and deepen our integration within the dynamic North Texas community. This commitment strengthens the region we serve by extending DART's influence beyond our standard transit operations.

## A rewarding partnership with Mastercard



Since we introduced our tap-to-pay open-loop fare payment system in 2021, DART has made it easier for riders to pay for our services with contactless credit cards and digital wallets.

This year, we took this initiative further by strengthening our partnership with Mastercard. Our shared goal is to drive the continued adoption of contactless payments across our transit network through incentivizing and rewarding riders while measuring the effectiveness of our open-loop payments.

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**Through the Mastercard Transit Benefit, DART riders are now eligible for a \$2.50 statement credit each month after spending \$10 or more using tap-to-pay for fares.**

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## Amplifying our reach



We forged a powerful collaboration with two of our region's most trusted media outlets, The Dallas Morning News and Al Día. This partnership has amplified our reach, allowing us to deliver key messages and share DART's story, reinforce our brand, and strengthen our connection to our riders across both print and digital platforms.

The Dallas Morning News has allowed us to secure the broadest possible reach among the general, civic, and leadership audience of North Texas. Our partnership with Al Día supports our concerted efforts to reach the Hispanic population that is underrepresented in our current ridership.

## Corporate and developer relationships



Our proactive collaboration with corporations and developers is a valuable strategy for adapting our services to meet the needs of North Texas's growing residential and commercial centers. A prime example is our collaboration with Billingsley Company on their Beacon Square development in Plano. By working closely with their team, we are in the planning phase of relocating bus shelters to better serve the mobility needs of their new development. This ensures that new residents, workers, and tenants have convenient and reliable transit options from day one, highlighting our shared commitment to creating walkable, transit-friendly communities.

## Increase productivity by leaving the driving up to DART



DART Access continues to ensure convenient and affordable access for North Texas professionals and students. The Corporate Pass Program saw significant growth, now serving 73 employers after adding six major partners, including The Kraft Heinz Company, and DFW International Airport. Concurrently, the Education Pass Program increased student participation by an additional 2,250 passes, resulting in an approximate \$1.5 million revenue increase.

To enhance partner efficiency and streamline user access, we successfully implemented a self-enrollment feature for both employees and students, simplifying the sign-up process and reducing administrative overhead for DART and our educational and corporate partners.





### **A Texas Tradition: State Fair of Texas and the Red River Rivalry**

Our strategic presence at Fair Park continues to make DART the easiest way to reach the fairgrounds from anywhere in our region. DART continues to partner with the State Fair to encourage more visitors and more riders by offering riders \$5 off State Fair admission through GoPass®.

The legendary Red River Rivalry game between the University of Texas Longhorns and the University of Oklahoma Sooners game is a time of immense excitement and requires an all-hands-on-deck effort. It's a day when our entire team shines, from bus and rail operators to the hundreds of team members on the ground helping customers. During the 2024 Red River Rivalry, their dedication helped us serve 122,720 riders for this single game, a testament to our team's hard work and the community's trust in DART.

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**The State Fair has a BIG impact on ridership. During the 2024 State Fair, our ridership increased by an average of 37% on weekdays, 91% on Saturdays, and 71% on Sundays.**

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## **Long-standing Holiday Partnerships**

### **Safe and Free Rides on NYE**

For over three decades, DART and Molson Coors have partnered to provide a safe and convenient ride on New Year's Eve. The Coors Light Free Rides program, a cherished holiday tradition since 1988, offers free transit on all DART services, helping thousands celebrate responsibly. This powerful collaboration not only drives ridership, but also reinforces DART's commitment to the safety and well-being of our passengers.

### **The Trains at NorthPark**

We proudly support the Trains at NorthPark—an annual holiday tradition and fundraiser for Ronald McDonald House of Dallas that brings joy to families while raising critical funds for children in need. Our partnership helps promote the event and connect families with DART service to NorthPark Center.

Be sure to look for our miniature DART trains traveling through various landscapes at this year's Trains at NorthPark exhibit!



# Mobility Partnerships that Expand Access.



## SMU Red and Blue Express

DART and SMU continued their long-standing collaboration in 2024, renewing their site-specific shuttle service agreement and solidifying their joint commitment to providing seamless transportation for the university community. The shuttle service, in place since 2002, is a cornerstone of DART and SMU's efforts to provide sustainable and efficient mobility options for its students, faculty, and staff. It also aligns with the university's broader sustainability goals by reducing traffic congestion and carbon emissions. Beyond the campus, the shuttle also helps alleviate traffic and overflow parking for residents in the nearby Highland Park and University Park neighborhoods.

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**SMU Red Express connects the SMU campus, SMU/Mockingbird Station, nearby apartment complexes, and retail/restaurants in the area.**

**SMU Blue Express is a circulator shuttle around the main and East campuses.**

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## UTD Comet Cruiser

Officially known as DART Bus Route 883 and DART's highest ridership bus route, the Comet Cruiser operates through a contracted service provider funded by DART and UTD. The shuttle connects the UTD campus to key destinations, including apartments, local stores, and the CityLine/ Bush Station. This allows students and others to easily commute, run errands, and access the broader DART System. In February 2026, the service will continue to be jointly funded by DART and UTD, but transition to an in-house DART operation, offering benefits to both parties and ensuring our strong partnership continues well into the future.

## Toyota West Dallas partnership

After a successful 3-year pilot, DART has extended its partnership with Toyota and Circuit to make the West Dallas On-Demand Shuttle a permanent service for the next three years, with two one-year renewal options. The free electric shuttle will continue to serve the West Dallas area, connecting residents to essential destinations and DART stations, improving their mobility options.



**Strategic  
Initiatives  
Annual  
Progress  
Summary**



# Goal 1: Empowered Agency

Build a nimble organization that can act quickly and effectively by streamlining processes and empowering employees.




Initiatives/Actions	Status	Progress Summary
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## Objective 1A: Streamline the most critical processes first.

<p><b>Initiative 1A.1</b> Update procurement policy and procedures with support from new technologies</p>		<p>Procurement and Legal completed a comprehensive legal review of the DART Procurement Regulations (DPR), ensuring compliance with the Federal Acquisition Regulation (FAR). Concurrent with the review, staff began revising exhibits and procedures; so far, staff has revised and implemented 7 of 38 exhibits for DPR compliance and updated two Contract Administrative Procedure (CAP) documents.</p> <p>During FY26, staff will actively review the DPR and CAPs to identify streamline processes to make purchasing more efficient, and update the remaining exhibits for DPR compliance. In addition to leveraging additional features in the Bonfire system, Procurement will support implementation of the new Enterprise Resource Planning (ERP) system. The Strategic Organizational Assessment identified several recommendations for procurement efficiency that will be integrated into future efforts.</p>
<p><b>Initiative 1A.2</b> Continue to streamline the hiring process, bolster recruitment, and increase retention</p>		<p>Human Resources advanced several initiatives to support recruitment, hiring, and retention. Key activities for FY25 included:</p> <ul style="list-style-type: none"> <li>» Conducted a comprehensive review and revision of Standard Operating Procedures (SOPs) across all hiring programs to streamline recruitment processes and improve operational efficiency. Successfully initiated and secured a new vendor contract for background investigations, reducing turnaround time to 3-5 days and expediting the hiring timeline.</li> <li>» Enhanced the candidate evaluation process by introducing greater flexibility in Workday selection procedures post-interview, including a complete redesign of candidate scorecards. The revised scorecard system ensures a fair and equitable assessment of all applicants while providing robust documentation to support agency integrity during investigations and audits.</li> <li>» The Compensation Team has reduced the Salary Offer time per requisition from 9.5 days (FY25 Q2) on average to 6.5 days (FY25 Q4). The team will continue to look for opportunities within the 10-step Salary Offer process to reduce delays in hiring.</li> <li>» Salary analysis plays a crucial role in employee retention. DART initiated a compensation study in FY25 Q3 to evaluate if compensation is competitive, fair, and aligned with our needs and expectations.</li> </ul> <p>These improvements reflect proactive efforts to streamline recruiting and hiring processes to attract talent and establish DART as an employer of choice. The recently completed Strategic Organizational Assessment will further support and inform streamlining efforts.</p>
<p><b>Initiative 1A.3</b> Develop an agency-wide internal data and knowledge management strategy and process</p>		<p>Technology developed a draft Data Management Strategy to guide priorities for FY26 and FY27. Key areas in the strategy include: 1) Data Governance and Classification; 2) Artificial Intelligence (AI) governance, including a staff directive and an agency AI strategy to identify and assess use cases to advance DART objectives and that demonstrate positive return-on-investment (ROI); 3) Technology Capacity Enhancement to increase employee data literacy; and 4) evaluation of adopting the DAMA-DMBOK (Data Management Body of Knowledge) framework, an industry-standard guide on data management. Updates to DART's existing Data Governance Directive were completed and are under executive review, and development of a new AI Governance Directive was initiated. Also in FY25, Technology enhanced detection, response, and access control capabilities to better identify and mitigate sophisticated, automated threats and are integrating these considerations into security planning. By staying ahead of emerging risks, we are ensuring that our security strategy remains adaptive, forward-looking, and aligned with industry trends. The Strategic Organizational Assessment will be used as a resource to inform efforts for this initiative since data management was one of the focus areas.</p>

LEGEND: Not Started In Progress Completed




Initiatives/Actions	Status	Progress Summary
<b>Objective 2B: Create new or improved processes to expedite decisions and responsiveness.</b>		
<b>Initiative 1B.1</b> Align the budget and financial planning process to ensure resources adequately support the strategic plan.		<p>The DART Financial Planning &amp; Analysis (FP&amp;A) team implemented a process that requires any new departmental operating and capital budget requests to align with a strategic initiative, ensuring financial resources are prioritized to support strategic goals.</p> <p>The Board approved the FY26 Budget and the 20-Year Financial Plan on September 30, 2025. Given financial constraints, such as inflation and contract increases, trade-offs were made in the FY26 budget process based on input from the Board, service area city requests, and the public. This resulted in service adjustments to support the early opening of the Silver Line, and some capital reductions to support a new General Mobility Program (GMP) for eligible cities. To leverage external funds and minimize debt where possible, a Grants Strategy was completed and shared with the Board in March 2025. Staff continues to review funding opportunities to support key strategic initiatives such as the DART Transform program. In FY26, the budget process will continue to align operating and capital budgets to support the Strategic Plan.</p>
<b>Initiative 1B.2</b> Monitor and update policies, procedures, and processes to reflect changing agency needs		<p>The Strategy &amp; Transformation team completed a comprehensive review of all DART agency directives in partnership with Senior Management staff across all departments. A revision plan was developed and is being managed with each Office of Primary Responsibility (OPR) as updates, revisions, and new directive needs are identified. Policy 1.01 "Creating and Publishing DART Administrative Directives" was revised and approved first, empowering each OPR to take ownership on leading policy and procedure improvements. A checklist was created outlining the required steps of the review and approval process. Directive 6.01 "DART Headquarters Parking Garage Policy" was revised, and 1.13 "Telework Policy" and 2.02 "Petty Cash Funds Policy" were rescinded. Several outdated Board policies are also under review. During FY25, Board Policy III.07 and Policy III.16 were amended or updated, and obsolete Policies III.04, III.10, III.11 were rescinded. Policy and directive gaps are also being identified for advancement in FY26.</p>
<b>Initiative 1B.3</b> Create a process for new ideas and proofs of concept to address challenges identified by staff		<p>Strategy &amp; Transformation is working with Procurement to reimagine the unsolicited proposals process into a new process focused on strategic innovation better aligned with DART's priorities. This initiative will strengthen DART's ability to test and evaluate innovative technologies and services and potentially lead to proofs of concept (POC) for new technologies or ideas at no or low cost to DART. The proposed approach is being discussed with a cross-departmental Strategy Collaboration Team and will be reviewed with executive leadership in FY26 to support implementation. A complementary POC policy is also being drafted to establish clear standards for testing and evaluating proposed solutions.</p>








## Goal 2: Culture of Contribution

Create a culture that aligns roles and responsibilities with the DART vision, deepens organizational trust, and encourages growth.

Initiatives/Actions	Status	Progress Summary
<b>Objective 2A: Build trust across the agency</b>		
<b>Initiative 2A.1</b> Ensure a consistent employee engagement survey process that focuses on follow-up and results		<p>The employee engagement survey is conducted every two years at DART. The 2025 Employee Engagement Survey was conducted from August 13 to September 7, 2025 using a new vendor. The overall response rate was 31%. Participant's responses revealed a 52% overall favorability rate, which is consistent with the 2023 survey. Favorable rate refers to the combination of responses that are on the positive end of the rating scale. DART will conduct an in-depth analysis of the overall results and create FY26 action plans that translate feedback into actionable improvements with defined strategies for follow-up.</p>

**LEGEND:**  Not Started  In Progress  Completed

Initiatives/Actions	Status	Progress Summary
<p><b>Initiative 2A.2</b> Redesign internal communications to ensure timely access to key information and to improve engagement</p>		<p>DART's Technology and Communications departments redesigned and launched the employee portal, InfoStation. The redesign includes new features such as a wider picture carousels, mobile-friendly design, modern look and functionality, dynamic widgets, and an improved homepage layout. The initiative included trainings for designated content coordinators within each department. The redesign and shared responsibility of content development will enhance the timeliness, engagement, and consistency of internal communications. DART is also providing more information across the agency through regular updates to digital dashboards (now including video content), posters, and e-blasts. The DART Daily News Clips e-newsletter provides staff with a daily summary of local, national, and trade media placements. This helps keep staff informed and engaged with how the agency is being represented and perceived. Additionally, four all-staff meetings held this fiscal year covered key topics related to budget, safety, customer satisfaction, updates to potential legislation impacting DART, and leadership lessons from renowned organizational behaviorist and author Dr. Tony Bridwell.</p>
<p><b>Initiative 2A.3</b> Demonstrate consistent support for operators and front-line staff</p>		<p>Transit Employee Appreciation Week was held in March 2025 to recognize and celebrate the contributions of DART staff, especially our frontline staff. Administrative leadership served meals at operating facilities across the agency. Quarterly all-staff meetings are rotated around DART facilities so front-line staff can attend in person. A cross-functional team has also been formed to evaluate current efforts and plan future initiatives to continue to engage and support operators and frontline staff.</p>
<p><b>Initiative 2A.4</b> Celebrate employees' successes and contributions</p>		<p>The Excellence in Service Awards is an annual employee recognition event to highlight individual and team contributions toward DART's strategic goals and organizational culture. This year's event was held in March 2025. Eight awards were presented out of 45 peer nominations. Award categories included the Safety Award, Agency Stewardship Award, Innovation Award, and Workforce Excellence Award. The event drew 169 in-person attendees and was simulcast across the agency. The President &amp; CEO also continues to recognize the contributions of staff at the beginning of Committee-of-the-Whole meetings. Regular and consistent recognition of DART staff is intended to boost employee morale, reinforce the value of collaboration, enhance engagement, and promote cross-departmental collaboration and understanding.</p> <p>DART celebrated employee contributions to the Silver Line on September 20. The event was held at the Silver Line's UT Dallas Station on The University of Texas at Dallas campus. The event included games, music, and food for more than 350 attendees, both employees and families. Participants were provided an opportunity to tour and experience the new Silver Line rail cars and buses.</p>
<p><b>Objective 2B: Foster greater collaboration among departments</b></p>		
<p><b>Initiative 2B.1</b> Develop a job shadowing program to increase connections across departments</p>		<p>This initiative will be developed in FY26.</p>
<p><b>Initiative 2B.2</b> Increase opportunities for social and professional networking to build relationships and enhance knowledge sharing</p>		<p>DART's Communications News Network (CNN) initiative is an internal communication established to deliver edutainment to employees through fun, engaging, and informative meetings. Three broadcasts aired in FY25. To foster mutual learning and a more inclusive workplace, DART has so far hosted agency-wide events celebrating AANHPI Heritage Month, Juneteenth, World Diversity Day, Women's History Month, and Black History Month. Further, an Engagement working group was established to bring together a cross-functional team of representatives conducting internal and external engagement to incubate new ideas and foster learning. A "Know More Mondays" pilot program has also been initiated to foster knowledge sharing and continuous learning amongst peers. The Finance, Technology, and Procurement departments continue to conduct an annual Showcase of Work with over 200 attendees which allows staff throughout DART to learn about work of other departments. Further, the DART Transform program launched an ongoing roadshow beginning in February 2025, visiting every facility across the agency to update employees on the program and address their questions and concerns. Finally, DART instituted a return to in-office work in April, aiming to foster more in-person inter-actions to drive innovation, collaborative problem-solving, and strengthen team dynamics.</p>

**LEGEND:**  Not Started  In Progress  Completed






Initiatives/Actions	Status	Progress Summary
<p><b>Initiative 2B.3</b> Establish department and project charters to define roles and desired outcomes from agency initiatives</p>		<p>A review of current project charters and project management practices has been initiated to develop a foundational understanding of needs across the agency. This effort aims to increase a shared understanding and consistent approach in project planning and execution across all departments to ensure that the right questions are being asked, outcomes are clearly defined, and other disciplines or expertise are engaged early in the process. The overall goal is to encourage collaboration and critical thinking and avoid potential delays or rework once a project is underway. Departments are encouraged to develop their own charters to outline how their work aligns with and supports the strategic goals.</p>
<p><b>Initiative 2B.4</b> Structure agency leadership teams and meetings to support strategic goals</p>		<p>DART President &amp; CEO Nadine Lee established a Leadership Roundtable that meets weekly to review items of agency importance and ensure alignment among the team on the strategic goals and to support problem-solving on key issues. Quarterly Senior Management Team (SMT) meetings are structured to support staff's ability to understand and share information with their teams. Several additional agency collaboration teams are in place to advance key strategic initiatives. These include a monthly Strategy Collaboration Team meeting to advance agency initiatives, discuss and problem-solve operational changes, and enhance cross-departmental coordination. A Customer Experience (CX) Collaboration Team also supports interdepartmental coordination, evaluates customer touchpoints, and drives the development of a 360-degree CX strategy and action plan. Task forces are active on issues related to on-time performance (OTP) and GoLink service. These efforts add to established teams that focus on targeted areas during the year such as capital budget development, to ensure capital and operating priorities align with strategy.</p>
<p><b>Objective 2C: Create an environment where employees can be successful</b></p>		
<p><b>Initiative 2C.1</b> Regularly communicate the strategic vision, goals, and values in this plan</p>		<p>The Strategic Plan is woven into almost everything DART does and communicates. Strategic Plan information display materials such as posters, table tents, and reference cards have been rolled out across DART facilities, replacing older collateral. A new PowerPoint template and screensavers are being deployed to all employees. A new culture campaign aligned with DART values and employee contributions related to "I am DART, We are DART" has been developed and will be rolled out in FY26 to support a unified employee identity.</p>
<p><b>Initiative 2C.2</b> Develop and conduct training that grows agency knowledge, professional pride, and customer service skills</p>		<p>The Organization Development &amp; Training team significantly advanced its mission to foster growth, adaptability, professional pride, and performance across the organization. Despite ongoing change and operational demands, the team delivered a robust and impactful calendar of learning and development opportunities for both employees and leaders. The team focused on deeper engagement, content innovation, and alignment with organization's culture transformation goals. Key achievements included delivering multiple customized training sessions for key departments (Operations Training Team, Dispatch, EEO/Cultural Engagement, Finance), introducing the DiSC Personality Profile, and launching the Career Launchpad workshop series and Resource Portal to enhance employee internal mobility. These foundational efforts will continue in FY26 to grow agency knowledge, pride, and customer service skills, while embedding a culture of feedback and continuous learning across the organization.</p>
<p><b>Initiative 2C.3</b> Develop focused leadership training to enhance contribution management</p>		<p>The Organization Development and Training team created programs and provided learning opportunities to our People Leaders in FY25. Leaders' interest in core topics (trust, communication, emotional intelligence) remained strong. Innovative formats like podcasts and book clubs were introduced to increase accessibility. A new leadership training course, "Navigating Uncertain Times," was introduced. Program enhancements included implementing effectiveness surveys and pre/post-tests, and a Net Promoter Score was added to all training evaluations. Additional training is being developed for FY26. This will include "Passport to Point B," which are short, on-demand, video-based employee sessions on the Strategic Plan. Training programs related to innovation, strategic thinking, and the power of engagement are also in development.</p>

**LEGEND:**  Not Started  In Progress  Completed

Initiatives/Actions	Status	Progress Summary
<b>Initiative 2C.4</b> Develop and implement a plan to update and modernize workforce facilities		This initiative includes updates to our operating facilities and the DART Headquarters (HQ) building. This year, Development completed a Bus Operating Facilities Master Plan and drafted design concepts for our rail operating facilities, which included feedback from key stakeholders and identified upgrades that will be needed for the eventual arrival of the new vehicles as part of DART Transform. Several prioritized projects and upgrades were incorporated into the FY26 budget for both bus and rail facilities. In FY26, DART will issue design services contracts or task orders for improvements. The team submitted an FTA 5339 Bus & Bus Facilities grant application for improvements at Northwest Bus Operating Facility. To date, awards have not been announced. In addition to operating facilities, State of Good Repair (SGR) projects are advancing for the DART HQ building including a new roof and elevators. A conceptual design for targeted renovation is complete and design will get underway in FY26. All efforts are intended to enhance the workplace environment to support employee productivity and contribution.

**Objective 2D: Cultivate opportunities for employee growth and discovery**

<b>Initiative 2D.1</b> Provide enhanced project management training		This initiative will begin in FY26.
<b>Initiative 2D.2</b> Formalize the process for DART employees to solve challenges		The Strategy & Transformation team has initiated development of training on innovation and transformation, which will be done in advance of establishing an idea platform for employees. This work lays the foundation for a new culture of innovation by equipping employees with tools to identify improvement opportunities and contribute ideas that help to solve challenges that may be barriers to effective operations and a strong customer experience. In FY26, the priority will be to roll out training in collaboration with the Organization Training & Development team, followed by deploying the idea platform to ensure employees are prepared to engage and leadership can capture, evaluate, and act on ideas in a systematic way.
<b>Initiative 2D.3</b> Strengthen DART's connections to the communities we serve through employee engagement and volunteerism		As the DART Cares volunteer program enters its second year, staff have engaged in various community service opportunities and contributed time and energy to several events across the service area. Beginning this fiscal year, staff has partnered with organizations to support community wellness events and efforts and food bank packing and distribution. Efforts to engage DART employees in meaningful volunteer opportunities that benefit the communities we serve and promote DART's corporate social responsibility values will continue, including targeted community-wide volunteer days.








**Goal 3: Quality Service**

Deliver a quality customer experience defined by strong rider advocacy and built on professional pride and continuous improvement.






Initiatives/Actions	Status	Progress Summary
<b>Objective 3A: Ensure customers always feel secure on DART</b>		
<b>Initiative 3A.1</b> Develop a progressive and innovative security strategy		The DART Security Strategy was developed in FY24 as part of the President & CEO goals and was presented to the Board of Directors in FY25 Q1. Various departments are engaged in researching and implementing initiatives outlined in the strategy, working within existing budget constraints. A progress update on initiatives in the Security Strategy is in development to capture FY25 activities. The Security Strategy remains a living document that can be adjusted as conditions and organizational needs evolve, ensuring its continued relevance. Many items within this objective are included in the Security Strategy.

**LEGEND:**  Not Started  In Progress  Completed





Initiatives/Actions	Status	Progress Summary
<p><b>Initiative 3A.2</b> Build upon current collaboration with cities and partner organizations to enhance outreach and support for vulnerable populations on the system</p>		The DART Cares Multi-Disciplinary Response Team (MDRT) program continued through FY25 via an interlocal agreement with Parkland Health through October 30, 2025, to provide mental health clinicians for the program. DART Police expanded engagement efforts with service area cities and service agencies to educate city police and leadership on the program. DART also improved public-facing signage at transit facilities, and updated print and online collateral providing key information to housing, mental health, transportation, and substance abuse assistance resources across the region. An extension to the interlocal agreement with Parkland Health is being advanced to continue the program while staff solicits a request for proposal for a more permanent program in FY26. This program marks a strong commitment to strengthening community partnerships and connecting individuals on DART's system who are experiencing homelessness and mental health conditions.
<p><b>Initiative 3A.3</b> Revise, communicate, and enforce the rider code of conduct to enhance public care of the system</p>		Revisions to the current Code of Conduct are underway, being led by Communications, Legal and Police. The proposed updates will include a friendlier and thankful tone while underscoring important rules for passengers while on board DART vehicles and at DART facilities. These changes will continue to support quality service by promoting safety and respect on board. The code also features key additions such as including vaping as a form of smoking, which is prohibited, as well as prohibiting items creating aisle obstructions, and assaulting transit workers. In FY26 the team will engage with frontline staff and riders to review proposed changes before advancing the revisions for Board approval. Once approved, a communications campaign will be developed to encourage positive across the DART System.
<p><b>Initiative 3A.4</b> Evaluate and implement facility improvements that deter crime</p>		DART Police continue to conduct regular Crime Prevention Through Environmental Design (CPTED) reviews on DART facilities. Development and DART Police worked together this year to review police CPTED review documents to incorporate the principles into future design requests for the Passenger Facility and Light Rail Vehicle core elements of DART Transform. The future impact of this effort will be realized as DART Transform progresses. Challenges with this initiative include balancing budgetary constraints and existing design and structures. In FY26, the team will issue design solicitations for station and facility upgrades under DART Transform, continue to work through Cityplace/Uptown Station modernization efforts which include fare gates in the design, and procure a closed system study.
<b>Objective 3B: Create a culture of customer service and employee pride around the DART brand</b>		
<p><b>Initiative 3B.1</b> Expand the development, publication, and monitoring of metrics for service quality and customer advocacy</p>		Finance is working with the Strategy & Transformation team on several service quality metrics. As part of this review, staff conducted research on metrics from benchmarking organizations across the transit industry to review suitability for DART. Implementation of a National Transit Database (NTD) dashboard for staff was rolled out in FY25 Q3. Taskforces for bus and rail OTP were established to improve how OTP is measured, monitored, and addressed. These teams identify root causes, implement solutions, and enhance data transparency to strengthen service quality and customer advocacy metrics. Additional efforts will be initiated in FY26 to review agency metrics against strategic goals and identify gaps, especially related to customer and employee experience.
<p><b>Initiative 3B.2</b> Create and implement a program for external and internal groups to conduct regular, documented customer experience audits</p>		A review of best practices was conducted, and staff has developed an audit plan and drafted customer experience (CX) audits for staff to utilize when evaluating customer-facing touch-points across the system. This initiative will enable a data-driven approach and proactive approach to identify and resolve issues. In FY26, staff will focus on a technology solution for field data collection and analysis, followed by an initial audit rollout with the senior management team before inviting all agency staff to support this effort.

**LEGEND:**  Not Started  In Progress  Completed

Initiatives/Actions	Status	Progress Summary
<p><b>Initiative 3B.3</b> Introduce new technologies to enhance the customer experience</p>		<p>In FY25 Q1, DART issued the notice to proceed for purchase of 476 new Gillig buses with the option to purchase an additional 46 vehicles based on need. DART incorporated technology requests based on passenger surveys including new passenger information displays, seating upgrades, pull chords for bus stops, additional security cameras, and an improved bike rack. First article inspection vehicles arrived at DART in September 2025. In FY26, DART will begin putting the new vehicles in service and continue accepting vehicles while decommissioning our aging fleet. New technology to support safety, travel times, and both operator and customer experiences will continue to be explored, especially as it relates to AI capabilities.</p>
<p><b>Objective 3C: Ensure operational reliability, safety, and quality through state of good repair and modernization</b></p>		
<p><b>Initiative 3C.1</b> Develop and implement a comprehensive strategy to bring the system into a state of good repair</p>		<p>DART completed a baseline state of good repair (SGR) assessment and reviewed the current 5-Year Capital Improvement Program (CIP) to identify gaps and add critical projects into the CIP. DART also completed a comprehensive Overhead Catenary System (OCS) wire study in FY25 Q4, which assessed the entirety of our OCS wire. The baseline assessment helps DART to ensure the system is reliable and budget accordingly for necessary repairs on our system. Development staff worked with multiple other departments to assess the list and incorporate the assessment into our CIP. In FY26, the team will continue to implement the results into the Project Management Information System (PMIS). Whenever possible, SGR projects are being incorporated into DART Transform to deliver these capital projects as efficiently as possible.</p>
<p><b>Initiative 3C.2</b> Advance modernization efforts that support a best-in-class system for customers and employees</p>		<p>The DART Transform system modernization program continues to progress. During FY25, this included issuing 30% signal design, continued development of the LRV Request for Proposals (RFP), purchase of new buses, advanced design solicitation for all program stations, and improvements to Corinth Station arms that were frequently damaged in extreme weather. Each of these projects will help to improve system reliability and the employee and passenger experience, which are key tenants to the entire program. Thus far, this program's primary challenges have been prioritizing projects for budget requests, selecting design processes, setting up professional services contracts, and incorporating input and building alignment among key stakeholders including the Board of Directors, Operations, Procurement, Maintenance, Maintenance of Way, and Engineering. In FY26, this program will focus on delivery. This includes issuing the LRV RFP, continuing to accept buses from Gillig, further development of signal design, completion of several resiliency projects, and advancement of design for stations and operating facilities.</p>
<p><b>Initiative 3C.3</b> Ensure accurate inventories to avoid service disruptions</p>		<p>Barcode labels were installed at 95% of bin locations across six warehouses including all bus facilities. Barcode scanner use has enhanced inventory accuracy, increased efficiency, and reduced manual work. Inventory accuracy has reached 94.2%, just shy of the 95% goal. The Technology team continues to support this effort by addressing Wi-Fi connectivity issues and activating barcode equipment. Bin labeling will continue in FY26 at the Central Rail Operating Facility warehouses. The Materials Management team will continue to plan and prepare for the receipt of spare parts for the new Gillig fleet of CNG buses in FY26. These improvements mean better tracking of parts inventories, which helps DART minimize service disruptions and ensures a more seamless rider experience.</p>
<p><b>Initiative 3C.4</b> Build a proactive safety culture</p>		<p>In FY25, Agency Safety &amp; Compliance (ASC) advanced a proactive safety culture by executing four key initiatives: Employee and Customer Safety Culture Surveys, expanded training and rail safety education programs, securing a \$20,000 FTA grant through Operation Lifesaver for community safety outreach, and delivering June Safety Month activities without dedicated funding. These efforts engaged more than 900 employees and customers, helped to identify areas of focus and opportunity, strengthened community partnerships, and reinforced compliance with federal safety standards, directly supporting DART's PTASP &amp; Safety Management System (SMS). Despite limited staffing and budgetary constraints, ASC redirected resources and collaborated with internal stakeholders to sustain outreach, maintain regulatory deliverables, and recognize frontline employees. In FY26, ASC will focus on expanding survey participation, deepening community engagement, and using data insights to drive targeted safety improvements across the agency.</p>

**LEGEND:**  Not Started  In Progress  Completed




Initiatives/Actions	Status	Progress Summary
<b>Objective 3D: Enhance customer engagement to develop partners for life</b>		
<b>Initiative 3D.1</b> Create and advance a customer experience plan		The Strategy and Transformation teams established a cross-functional Customer Experience (CX) Collaboration team, and a customer experience organizational assessment and roadmap was completed. These foundational efforts have enhanced coordination, improved our ability to identify and resolve customer pain points, and helped shape a CX strategy for the agency. In FY26, staff will develop a customer experience plan, identify and implement improvements to enhance the physical and onboard environment, drive operational excellence, cultivate a customer-centric culture, and strengthen customer communication and engagement. Related efforts include the Visual Experience Redesign study and Journey Mapping to inform DART Transform modernization efforts.
<b>Initiative 3D.2</b> Use crowdsourcing to support issue resolution		This initiative will begin in FY27.
<b>Initiative 3D.3</b> Recognize and reward frequent riders who exemplify the code of conduct		This initiative will begin in FY26 and will be a collaboration between the Marketing and GoPass teams. The GoPass roadmap includes a rider rewards effort which will be explored in FY27. In tandem, the Marketing team is working with local partners to establish partnerships to create incentives for frequent DART riders.







## Goal 4: Seamless Mobility

Integrate mobility options to create a seamless travel experience defined by frequency and reliability that positions DART as first in mind.

Initiatives/Actions	Status	Progress Summary
<b>Objective 4A: Use the 10x10 frame of reference for service planning with consideration of a balanced approach and route performance measures</b>		
<b>Initiative 4A.1</b> Continue to advance service improvements informed by customer input and city priorities		DART leadership met with all service cities to discuss key priorities in late 2024/early 2025. Service-related requests were classified based on how quickly they could be implemented. Small changes were implemented immediately, and those that did not have a significant financial impact were implemented along with the September 2025 service changes. More significant service changes were presented and discussed as part the 2026 Service and Fare Change public outreach effort and included a public hearing in July 2025. While a large set of potential changes were discussed with the public, the Board approved a subset of changes on August 28, 2025, to address budget constraints while minimizing rider impacts. These changes will be implemented in 2026. The 2026 approved changes include a series of service frequency reductions, route discontinuations, new GoLink service in Addison and Plano, plus new shuttle services in Addison and the Legacy area of Plano. Shuttle services will require an ILA based on the Board Site Specific Shuttle Policy. Service frequency changes and route discontinuations will take effect in February 2026, and new GoLink and shuttle services will begin April 2026. In FY26, outstanding city service requests will be reviewed and considered for future implementation. DART Service Planning staff will also continue to pursue Tier I service improvement opportunities when funding allows.






LEGEND:  Not Started  In Progress  Completed



Initiatives/Actions	Status	Progress Summary
<p><b>Initiative 4A.2</b></p> <p>Determine appropriate ongoing applications for GoLink microtransit as a tool for mobility and access</p>		<p>The AdHoc GoLink and Paratransit Committee recommended a GoLink rider policy to the Board in FY25 Q2 to address excessive cancellations, excessive use riders, and no-shows to help address costs. The policy was implemented in FY25 Q3. The Ad Hoc Committee then focused on implementation of the policy, as well as potential changes to waiting time policy, development of distance-based fares for GoLink, and potential Paratransit fare changes. Distance based fares and use of “rally stops” for GoLink, along with a future increase of the Paratransit fare were approved by the Board on August 28, 2025. Other changes implemented this year include a new Mobility Management Services contractor, Transdev, on October 1, 2024; a new TNC contract splitting the service between Uber and Lyft beginning on July 1, 2025; and discontinuation of underperforming zones. In FY26, Service Planning will brief the Board on the outcome of FY25 changes to rules and policies, review additional changes to service to improve the customer experience, continue to respond to city requests, and address passenger needs. The Board will also consider potential Service Standards modifications related to GoLink service and other issues.</p>
<p><b>Initiative 4A.3</b></p> <p>Integrate mobility options to enhance access and coverage</p>		<p>DART developed Mobility Hub guidelines as a resource for best practices on integrating other mobility options with transit. Mobility Hub concepts in Deep Ellum and at Lawnview Station were reviewed with stakeholders, and design concepts were completed. Funding for design and construction has been approved. These projects will integrate bicycle and scooter options along with other features to enhance their use within the community. Scooter corrals have also been implemented at downtown Dallas rail stations to encourage first/late mile connections and safe parking. As part of the area plan discussions with cities, mobility hub elements are being explored for integration within or near transit facilities. A design concept for the adaptive reuse of the Historic Downtown Carrollton Depot was completed in collaboration with Carrollton, and final design will advance in FY26. This project includes bicycle/trail accommodations to connect to the Cotton Belt Regional Trail currently under construction.</p>
<p><b>Objective 4B: Collaborate with partners to create coordinated, seamless, end-to-end trip experiences</b></p>		
<p><b>Initiative 4B.1</b></p> <p>Coordinate with transit partners to enhance interface and connectivity</p>		<p>DART connects with services operated by Trinity Metro and DCTA. Star Transit and Collin County Transit also have services that connect with the DART System. Board Policy IV.14 outlines parameters for access to the DART System, and DART coordinates with each partner to ensure seamless connectivity, both through scheduling, physical connections such as use of bus bays, and fares. All providers use the GoPass app, and changes to align regional fares were approved by the Board in August 2025. In preparation for the Silver Line opening, DART partnered with Trinity Metro on agreements and schedules. In the coming years, DART will work with DCTA on the proposed A-train extension to Downtown Carrollton.</p>
<p><b>Initiative 4B.2</b></p> <p>Collaborate with cities to create and implement better access to transit</p>		<p>The team completed design efforts on the next generation bus shelters and constructed 150 amenity pads to support placement and access. In many cases this includes improvements to adjacent sidewalks, and the installation of ADA-compliant ramps. In FY26, work to expand and upgrade bus amenity pads will continue. The Corridor Optimization and Rider Experience (CORE) Program emphasizes safer street designs and improved pedestrian connections within DART’s bus network. As a part of CORE, the City of Richardson and DART have collaborated on two additional signalized crossings to support safe crossings at heavily utilized transit stops. Surface Transportation Block Grant (STBG) funding from NCTCOG will be utilized to implement these improvements. Many Public Transportation Improvement (PTI) funded projects in our service area cities support access to transit. Collaboration and coordination with cities on Area Plans continue to prioritize high ridership areas and infrastructure gaps. Journey mapping efforts have also been completed to understand passengers’ physical journey and identify areas for improvement.</p>

**LEGEND:**  Not Started  In Progress  Completed



Initiatives/Actions	Status	Progress Summary
<p><b>Initiative 4B.3</b></p> <p>Work with other agencies to prioritize transit operations within public rights-of-way</p>		<p>CORE also focuses on projects and treatments supporting faster travel speeds and more reliable travel times within our bus corridors. This year, DART worked with both the City of Richardson and the City of Dallas on bus operational improvements including evaluation for Transit Signal Priority operations. The City of Dallas worked on design plans to improve mobility on two stretches south of downtown along Commerce Street and Zang Boulevard, which will incorporate bike lanes and additional infrastructure such as boarding islands. In FY26, the team plans to identify additional CORE projects through the area plan process and study candidate corridors for potential Bus Rapid Transit eligibility. This study will in-corporate stretches of downtown along along Elm and Commerce streets in collaboration with the City of Dallas. As part of the Unified Signal project, DART is working with the City of Dallas to improve vehicle and train signalization to expedite train movements through downtown.</p>
<p><b>Initiative 4B.4</b></p> <p>Implement simplified fare policy, structure and enhanced payment options.</p>		<p>Following a fare study and public feedback, DART fares were updated to offer simplified options. DART implemented Phase I of its simplified fare structure on March 1, 2025. Phase II, which includes adjustments to regional and paratransit fares, and use of distance-based fares and “rally stops” for GoLink has been approved by the Board for implementation in March 2026. The paratransit fare adjustment will take effect no later than March 2027, with the exact date to be determined by the Board. To supplement GoPass®, GoPass® Tap cards, and contactless payment systems, new ticket vending machines (TVMs) are being installed by September 2026.</p>
<p><b>Objective 4C: Enhance customer information and wayfinding</b></p>		
<p><b>Initiative 4C.1</b></p> <p>Provide real-time information on vehicles and at bus stops, transit facilities, and rail stations</p>		<p>DART is implementing new passenger information display systems (PIDs) for rail and bus. New PIDs are currently being installed at TRE stations and were installed this year at new Silver Line stations. The Next Generation Bus Shelter pilot includes bus PIDs specifically designed for bus riders. Testing on these PIDs was completed this year, with positive feedback from riders. In FY26, the team will focus efforts on operationalizing PIDs for bus and rail. A new portal is being developed to monitor solar and LED performance for improved and ongoing maintenance at bus stops to ensure our amenities remain in good working condition with limited labor resources.</p>
<p><b>Initiative 4C.2</b></p> <p>Review and update information and signage at transit facilities and rail stations</p>		<p>DART launched a study of customer-facing service information, signage, and wayfinding this year. The study is called the Visual Experience Redesign (VER), and work will be complete in FY26. The project includes the development of standards for communication of service information to customers, new maps and standard signage, and other related improvements. The first maps designed under VER will be implemented on the Silver Line. In FY26, the team will focus on delivery of the study and hand off to the appropriate teams for deployment of new maps and signage.</p>
<p><b>Initiative 4C.3</b></p> <p>Review and update incident management procedures and customer communication protocols</p>		<p>DART’s Public Relations team is working with the Emergency Management team to update crisis communications protocols. This includes DART’s Crisis Communications Plan as well as DART Police Incident Management Procedures. Following incidents in FY25, the team is refining SOPs for incidents to include GoPass pop-ups for major issues that impact the Dallas Central Business District. In FY26 the team will focus on finalizing the changes to these documents as well as instituting an annual incident simulation that will aid the team in updating materials. These steps aim to strengthen our commitment to immediate and regular communications to customers so that they feel safe and in control of their journey when using the system.</p>

**LEGEND:**  Not Started  In Progress  Completed



## Goal 5: Fantastic Spaces

Create fantastic spaces that add value to our communities, enhance the rider experience, and foster a sustainable and thriving region.

Initiatives/Actions	Status	Progress Summary
<b>Objective 5A: Maximize the value and use of DART property assets</b>		
<p><b>Initiative 5A.1</b></p> <p>Modernize and simplify real estate procedures to set expectations and create uniformity for use of DART property</p>		DARTSpace launched in April of this year, which offers a step-by-step digital experience, allowing applicants to select locations, submit required documents, pay fees online, and track their application status in real time. During the initial launch, DART focused on internal processes to ensure each department understood the need for expediency in reviewing applications. In addition to DARTSpace, DART created an ILA framework, approved by the Board in May 2025, for DART’s automatic participation in tax increment reinvestment zones (TIRZ), which allows member cities to leverage future DART sales tax to incentivize investments in transit-oriented development. In FY26, the team will continue to pursue the development and launch of an Economic Development policy.
<p><b>Initiative 5A.2</b></p> <p>Inventory all property assets to identify key opportunities for improvement, advancement, or development.</p>		A real estate inventory of all DART assets was completed this year, as well as an updated transit-oriented development (TOD) inventory. The TOD inventory will be released in early FY26. DART continues to promote TOD opportunities, with significant progress on projects at Buckner Station, Trinity Mills Station, SMU/Mockingbird Station, Lake Ray Hubbard Transit Center, and Arapaho Center Station. The team completed a market study on a potential 52-acre TOD at Parker Road Station in Plano and is exploring opportunities at several other light rail stations.
<p><b>Initiative 5A.3</b></p> <p>Collaborate with city partners to plan and design initiatives aligned with city quality of life and development goals</p>		DART continues to meet with cities on the development of their city area plans. During FY25, nine area plans were completed. Area plans for Highland Park and University Park are in development, and the Dallas and Irving plans will be complete in FY26. Requests and opportunities were identified as short-term, mid-term, or long-term. The Area Plan effort involves identifying and recommending projects in five opportunity areas that are aimed at enhancing the quality of life and advancing mutual objectives. The area plan process is a key engagement tool and has resulted in additional regular communication to track progress and advance mutual objectives.
<b>Objective 5B: Create appealing and engaging spaces for riders and communities to enjoy</b>		
<p><b>Initiative 5B.1</b></p> <p>Reduce and repurpose parking to activate space and enhance accessibility</p>		DART partnered with the Urban Land Institute Dallas-Fort Worth to host a Transit-Oriented Development Summit in March to promote the agency’s resources and bring together cities, developers, and DART. As part of ongoing TOD efforts, staff is identifying opportunities and advancing projects to reduce and repurpose parking at stations and transit centers. Projects are in various stages of development, with Buckner Station a key example of a conversion of surplus parking to mixed-income housing. Events and activities at DART rail stations and transit centers serve as opportunities for staff to connect with the community and utilize our space for productive purposes. Staff continues to host safety and security campaigns as well as worked with organizations to bring locally grown produce and nutrition education to riders at stations through pop-up farmers markets.
<p><b>Initiative 5B.2</b></p> <p>Enhance bus stops through better amenities, design, and integration into city streetscapes</p>		DART tested next-generation bus shelters at five locations throughout the service area to get customer feedback. With ample coverage from the elements, seating, increased lighting, and a digital passenger information display that provides real-time bus arrival information, the shelters seek to enhance the customer experience while modernizing DART’s bus service. In addition, ADA access enhancements, sidewalk accessibility improvements, and amenity pads were constructed at 172 existing bus stops throughout DART’s service area to improve access and comfort for riders and support greater accessibility within our communities.
<p><b>Initiative 5B.3</b></p> <p>Transform existing transit facilities into community assets with amenities and services that are responsive to local needs</p>		DART Real Estate & Economic Development, Capital Planning, and Service Planning drafted Transit Center Modernization Guidelines to facilitate modernization of existing transit facilities in connection with TOD projects. The team continues to work on promoting potential TOD properties, with promotional activities anticipated in early FY26. FY26 efforts will include support for TIRZ framework and implementation of an Economic Development policy as well.

**LEGEND:** Not Started In Progress Completed





## Goal 6: Strategic Relationships

Position DART as a collaborative leader and recognized regional economic and mobility asset.

Initiatives/Actions	Status	Progress Summary
<b>Objective 6A: Build trusting relationships with partners that can help DART accelerate progress toward Point B</b>		
<b>Initiative 6A.1</b> Refine DART's approach to agency and city relationships		DART met with each city in FY24 to understand their strategic vision and mobility objectives. Staff across various disciplines continue to engage and foster deeper strategic relationships with key regional stakeholders and service area cities to understand their unique visions and align our mutual objectives. In FY25, staff documented various city requests and took action on early quick wins. The Area Plan process is also a key tool in refining how we work with our cities to advance projects and programs for mutual benefit. To further enhance this collaboration, active efforts to boost our engagement through prioritized, timely, and targeted information sharing that directly addresses their needs and interests is ongoing.
<b>Initiative 6A.2</b> Align external communications to promote DART's strategic vision and goals		Senior Management staff are aligning and collaboratively reinforcing DART's core values, along with our new vision and mission via communications and media/press releases. Communication efforts will continue to expand to promote cleanliness, reliability, security, and rider code of conduct. These reinforcements continue to strengthen DART's brand reputation, foster a more positive rider experience, and cultivate a highly engaged network of supporters across the communities served.
<b>Initiative 6A.3</b> Leverage business relationships to advance DART's role as a strategic economic asset		Staff focus continues on engaging and expanding its relationship with businesses and major corporations in the region. This includes promoting the DART Access corporate pass programs and building relationships with business and corporations to promote DART and to better integrate DART into existing and future developments. A strategic approach to advancing these relationships is in development and will be formalized for use by DART across a variety of sectors. By actively cultivating business relationships, DART aims to serve as a catalyst and partner to their economic and social objectives.
<b>Initiative 6A.4</b> Build and expand DART's network of supporters and advocates		An email service provider (ESP) was secured and is being used to effectively send and analyze engagement with various stakeholders. Efforts are underway to secure a permanent customer relationship management (CRM) tool. Engagement and readership continue to increase, and staff is identifying and documenting community stakeholders from the legislative session and service and fare change meetings to support future efforts. More robust communication and engagement tools will further the agency's ability to remain responsive and keep community members informed and engaged.
<b>Objective 6B: Consider long-term changes to improve outcomes</b>		
<b>Initiative 6B.1</b> Collaborate with regional partners on long-term governance changes to benefit transit		Discussions on Board governance took place prior to and during the 89th Legislative Session. The Board took a consensus position on governance based on discussions in December 2024 and January 2025. A bill was filed to change the Board structure, but did not advance; the Board approved Resolution No. 250027 in response to the bill. DART convened a city manager working group to discuss key principles related to governance. This work laid the foundation for a working group hosted by the North Texas Commission and North Central Texas Council of Governments (NCTCOG) with city managers on shared values. The group agreed on shared values in October 2025, which can provide a starting point for potential changes in the 90th Legislative Session. DART completed a reapportionment study with the Texas Transportation Institute (TTI) and presented the information to the Board and all mayors/city managers. No reapportionment of seats is proposed at this time.
<b>Initiative 6B.2</b> Collaborate with regional partners on long-term funding options to support regional growth and community mobility		DART staff and Board members participated in the NCTCOG Regional Transit 2.0 effort, which identified possible funding options to support regional expansion of transit. The Regional Transportation Council (RTC) has established a Transit 2.0 Transit Vision Subcommittee to explore the vision and potential funding options. DART, Trinity Metro, and DCTA aligned on key Transit 2.0 priorities and provided that information to the subcommittee. In addition to regional discussions, the Board amended Policy III.07 to enhance regional mobility, is advancing the TIRZ ILAs with cities (see 5A.1), and is continuing to work with cities to advance their service requests as part of 2026 service changes.

LEGEND: Not Started In Progress Completed



**Let's keep  
moving forward.  
Together.**



*let's go.*

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