

Point B

A New Vision for Mobility in North Texas

DALLAS AREA RAPID TRANSIT
STRATEGIC PLAN
EXECUTIVE SUMMARY

JUNE 2024



DART

®



Letter from the President & CEO

Our Strategic Plan process started with a simple concept: To move DART from where we are today (Point A), to where we want to go (Point B). Defining what we want to be in the future meant taking a close look at the context of both our past and our present. Our 40th anniversary in 2023 was the perfect backdrop for the process, allowing us to acknowledge and honor the work that went into building today's DART, while also setting our sights on the next 40 years.



Over the past year, we have articulated a clear vision of Point B and unified our agency around an ambitious set of strategic goals. The overarching theme of our vision for the future is to move DART from being a service that people sometimes use, to being a valued regional economic and mobility asset that helps cities and people thrive. Three principles underpin this vision: operational integrity, seamless mobility, and strategic relationships.

This plan paints a vision of a future that we all aspire to achieve. It envisions a region in which transit plays a far more substantial role than it does now. Where more people use and rely on DART because its services are more attractive and convenient. Where DART's full potential is unlocked, and our cities and partners leverage our transit system as a catalyst for achieving economic and quality of life objectives. Where people are proud to work at DART, choose to live, work, and play in areas served by DART, and think of DART first for their mobility needs.

While our Point B vision defines what we plan to achieve, the six strategic goals outlined in this plan define how we will deliver this promise. By itself, each goal has an important purpose. Together, they have the power to create long-lasting and meaningful outcomes for everyone – employees, customers, service area cities, and our region. We hope this Strategic Plan inspires you to contribute your own actions and ideas to help us achieve a new vision for mobility in North Texas going forward.

What we do matters, and I invite you to be part of DART's journey to Point B.

Sincerely,

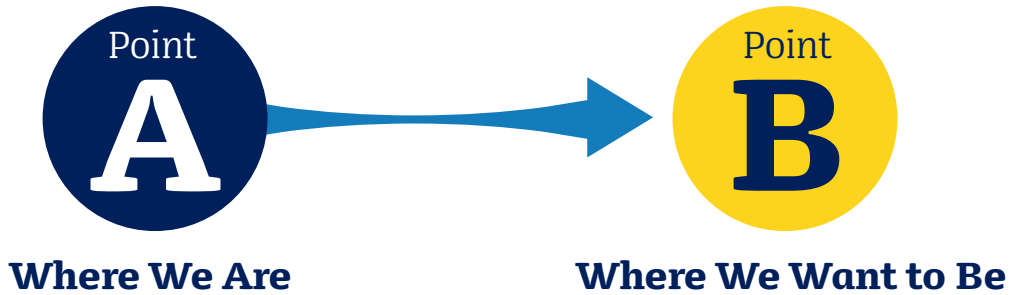
Nadine S. Lee
PRESIDENT & CEO

Introduction

Over the last 40 years, DART has connected millions of North Texans to jobs, education, entertainment, health care, and more. Today, we operate a multi-modal network of bus, light rail, regional rail, microtransit, and paratransit services across a 700-square mile, 13-city service area. Our investments in service and infrastructure have helped to catalyze an estimated \$17 billion in development around our stations.

But this is just the beginning. North Texas is projected to be the third largest region in the U.S. within ten years and will add four million people and three million jobs over the next 20 years. This much growth will bring challenges as well as opportunities. DART is well positioned to address this future growth and maximize the social and economic benefits to people, our cities and the region, and to limit the costs and impacts often associated with rapid growth.

Point B: A new vision for mobility in North Texas



The DART Strategic Plan serves as our guide over the next decade as we move from Point A, where we are, to Point B, where we want to be. Point B represents what success looks like for DART in the future and lays out a more substantial role for DART in our rapidly growing region.

Our overarching goal is to move DART from being a service that people sometimes use, to being a valued regional economic and mobility asset. Our journey builds upon the success and collaboration of our first 40 years and addresses the challenges and issues facing our industry and identified by our customers, employees, and stakeholders today. Strategic relationships and cooperation will be key as we focus on the customer experience and work to align our efforts with our cities' quality of life and economic objectives.



Downtown Plano McCall Plaza - Plano, Texas

Point B is anchored by and reflected in our Vision Statement, Mission Statement and Values.

Our Vision Statement expresses why we do what we do. It reflects our aspirational goal of being first-in-mind for mobility and a valued partner for life, whether that be with our riders, our cities, businesses, or the many stakeholder organizations in the region. Our Mission Statement defines what we do every day and is fueled by the Vision. Our Values provide the shared foundation for how we go about pursuing our vision – individually and together – so that DART’s reputational goals shine through.

Getting to Point B represents a turning point that will begin to move the agency, our communities, and the region towards a better future.

Stevie Ray Vaughan Park - Cockrell Hill, Texas



Our Vision

Your first-in-mind mobility partner.

Our Mission

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

Our Values

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.

We are DART



Our Strategic Plan

The Strategic Plan is organized around six ambitious goals, each of which has a set of key objectives. These objectives are then drilled down to specific initiatives, so that our employees, customers, cities, and stakeholders can understand why DART plans to do things, what DART plans to do, and how they will be a part of our journey as we move forward. Each goal has a distinct purpose, but together they will result in transformative outcomes.

The first two goals, Empowered Agency and Culture of Contribution, are internally focused on the agency and employees. The second set of goals, Quality Service and Seamless Mobility, are customer focused and supported by their relationship to the first two. The final two goals, Fantastic Spaces and Strategic Relationships, are focused on community- and relationship-building, both critical to engaging others, adding value, and creating advocacy around transit's role and potential in the region.

The Strategic Plan will help DART prioritize resources and activities over the next five years, but with an eye to a longer, 10-year horizon. This timeframe recognizes that some of the initiatives are already underway while others will take more than five years to accomplish. Progress will be monitored and reported on annually, noting accomplishments or highlighting the need for refinements.

DART strives to be a good steward of public funds, balancing risk with fiduciary responsibility. As such, advancement of the Strategic Plan will be subject to financial constraints and established standards consistent with the annual budget and financial plan review process and final approval of the annual budget and financial plan by the DART Board.

In summary, the work that we will do together to advance our vision and strategic goals has the power to create long-lasting and meaningful outcomes for everyone and represents the beginning of a new era for transit in North Texas. DART is excited to have you be part of the journey.

Our Strategic Goals



Empowered Agency

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



Culture of Contribution

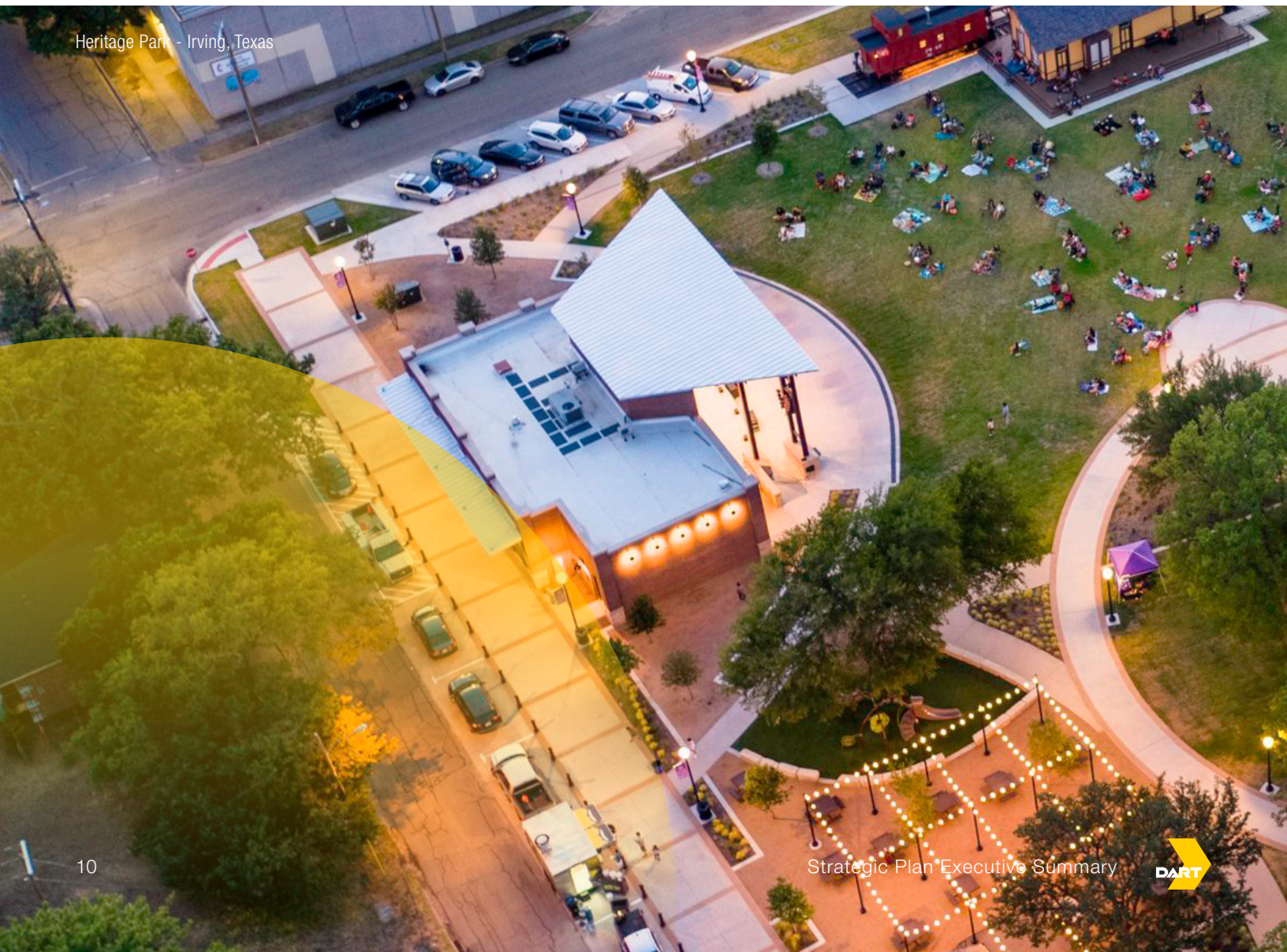
Create a culture that aligns roles and responsibilities with the DART vision, deepens organizational trust, and encourages growth.



Quality Service

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

Heritage Park - Irving, Texas





Seamless Mobility

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



Fantastic Spaces

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



Strategic Relationships

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



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