Moving Forward....

POINT B STRATEGIC PLAN

ANNUAL REPORT

NOVEMBER 2026

...Together

With our **Employees**







For our **Customers**







In partnership with our **Communities**







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

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Awarded
$95M
in discretionary grants to support DART Transform
Achieved
33.7
record-high Net Promoter Score
Approved
$47.4M
in security staffing, cameras, and enhanced cleaning contracts
Broke ground on
$230M
of Transit-Oriented Development
Launched first
Dallas ISD
bus maintenance externship program
Initiated installation of
7,000+
new surveillance cameras
FIFA WORLD CUP

Message from the DART Board Chair



Over the last year, DART has continued to make progress toward advancing the vision established in our Point B Strategic Plan. That vision is grounded in six strategic goals intended to strengthen DART's role as a valued regional economic and mobility asset for the North Texas region.

Achieving this vision requires collaboration, creativity, and innovation – not only internally among our employees and teams, but through our partnerships with stakeholder groups and cities across the region.

Fiscal Year 2026 was a year of challenge, change, and compromise. Through discussions with our cities, we achieved consensus around a new DART governance framework and approved a six-year agreement for revenue-sharing with support from the Regional Transportation Council. These discussions, along with withdrawal elections in three cities, one of which voted to leave DART, further highlight the need for long-term regional solutions that ensure transit can meet the mobility demands of a fast-growing region while providing essential services for the people who rely on DART every day.

This was also a year to be proud of with many achievements and accomplishments outlined in this Point B progress report, including those highlighted here. Our efforts translate into riders that are more satisfied, more loyal, and more willing to recommend DART, reflected in our highest-ever Net Promoter Score of 33.7 and an 89.6% likelihood to continue to ride, up 6 points over last year.

We are not stopping here. There is more work to do for our riders and our region, and momentum is on our side. We are fortunate to continue this journey under the leadership of our new President & CEO, Nathaniel "Nat" Ford. As he charts the path for DART, our future will be defined by moving forward together and we want you along for the ride.

In Transit Service,

Randall Bryant
DART Board Chair

Increased ridership by **12.9%** during the 39-day FIFA World Cup 2026™

Approved a **$422M** revenue sharing agreement with Service Area cities

About DART

Dallas Area Rapid Transit (DART) was established in 1983 and is a regional transit agency serving 12 North Texas cities: Addison, Carrollton, Cockrell Hill, Dallas, Farmers Branch, Garland, Glenn Heights, 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 for our cities and region.

Services that move you

DART's expansive network provides mobility choices for everyone. It features 93 miles of light rail with 66 stations, and our newest addition, the 26-mile Silver Line regional rail service with 10 stations. Our system also includes over 80 bus routes, supported by 14 passenger facilities and more than 7,000 bus stops, ensuring broad accessibility. First- and last-mile connections and local circulation needs are met with 29 GoLink microtransit zones covering nearly half of our 700-square-mile service area. Microtransit continues to evolve to meet community needs through flexible, on-demand service. The agency also provides paratransit services throughout our entire service area, ensuring freedom of mobility for riders with disabilities.

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 166,000 passengers each weekday and provided over 54 million trips last year. Regional access across North Texas is further enhanced with connections to Trinity Metro's TEXRail service at DFW Airport and with the Denton County Transportation Authority (DCTA) A-Train at Trinity Mills Station in Carrollton.

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 – funds the operating and capital priorities of the agency. In Fiscal Year 2026, the Board of Directors approved a $1.81 billion budget. For Fiscal Year 2027, the approved budget is $1.84 billion, a modest 1.7% increase over the prior year. While some of this increase is planned growth, most new growth is associated with increased investments in security and technology.

To learn more about DART services and our commitment to financial transparency, visit DART.org.



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.

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



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

We have made significant progress this past year modernizing our most critical technologies, automating workflows, and providing our staff with real-time digital tools to remove operational friction and maximize our resources. At the same time, we invested in our talent pipeline through a refreshed on-boarding experience, new apprenticeship programs, and expanded summer internships. By equipping our teams with modern tools, developing a steady pipeline of talent, and investing in our next generation, we're empowering everyone to elevate daily service and serve our communities with purpose.

Driving Operational Efficiencies.



With focused continuous improvement efforts, DART turned strategy into action this year to maximize internal resources and operate with greater efficiency. Across human resources, maintenance operations, and enterprise data workflows, we deployed high-impact solutions to support our workforce.

Key efficiency initiatives delivered this year included:

- **FIFA Ambassadors:** Mobilized agency staff as frontline ambassadors during the FIFA World Cup 2026™, eliminating third-party outsourcing costs while boosting morale and cross-departmental collaboration.
- **Digital Track Allocation:** Expanded DARTSpace to include DART railroad right of way use, and transitioned rail track allocation requests and scheduling fully online.
- **$0 Copay Health Clinics:** Partnered with Frontier Direct Primary Care to launch convenient employee clinics (beginning January 2027), expanding healthcare access and supporting workforce wellness while managing claim costs.
- **New Time and Attendance System:** The new Workday Time and Attendance system gives employees and managers a simpler, more connected way to track time, schedule shifts, manage attendance, and approve hours. This effort replaced several legacy systems and standardized timekeeping, scheduling, and payroll processes across all positions in the agency.
- **FileRight Records Center:** Introduced a standardized, enterprise-wide system that speeds up and secures how DART organizes, stores, and disposes of agency records. By streamlining document scanning, upload, and search tools across key departments, this initiative modernizes everyday operations while ensuring full compliance with Texas statutory records retention requirements.

Each improvement eliminates administrative friction and reinvests valuable hours back into work to benefit core system operations.

Continued Progress on DARTSpace.

Following its successful launch in April 2025, DART's digital real estate portal DARTSpace continues to evolve, streamlining agency operations, enhancing transparency, and improving access for external partners and community members alike. Initially rolled out to modernize the property use application process, the platform now allows applicants to request permission to access DART stations, parking lots, corridors, and facilities – complete with online document submission, digital fee payments, and real-time application status tracking.



Over the past year, DARTSpace expanded with a dedicated Track Allocation module and digital receipts for General Orders. Designed to coordinate and authorize scheduled access to rail corridors for construction, inspections, and routine maintenance, this new functionality improves track safety, eliminates manual paperwork, and strengthens coordination for track work and operations.

Property Use (since transition to DARTSpace)

- Real estate applications submitted: 133
- Railroad applications submitted: 194
- Total fees: approximately $700k

Track Allocation (since transition to DARTSpace)

- Requests submitted: 420
- Submission approval rate: 94.2%
- Average decision time: 3.4 days

Navigating the AI Future.



DART took an important step forward in technology governance this year with the introduction of its official Artificial Intelligence Agency Directive and training.

Designed to foster innovation while protecting employee and customer trust, the directive provides clear boundaries for working with AI systems, preventing bias, and maintaining rigorous data privacy across all departments. To complement the directive, the Technology Department is introducing interactive training courses covering Microsoft Copilot fundamentals, responsible AI workflows, and essential data governance standards. By investing equally in robust policy and practical employee education, DART is building a digitally capable workforce ready to leverage modern tools safely and effectively.

Modernizing Business Operations.

DART is taking a significant step forward in digital modernization with the selection of Infor CloudSuite as its new Enterprise Resource Planning (ERP) platform, replacing the legacy Lawson system with a modern, cloud-based solution. The integrated platform unites Finance and Procurement functions to streamline administrative operations and drive agencywide efficiency.

Enhanced budgeting & forecasting + **Streamlined procurement** = **Integrated financial management**

Notable features that will support the agency's long-term growth include:

- **Automated & Efficient Workflows:** Replaces manual tasks with automated transaction processing and approval flows, reducing administrative burden and increasing accuracy.
- **Real-Time Data Visibility:** Equips staff with self-service tools, real-time dashboards, and advanced business analytics for better decision-making.
- **Scalable Cloud Infrastructure:** Enhances system security, reliability, and regulatory compliance while delivering regular, scheduled feature updates.

Implementation preparations – including agencywide workshops, process reviews, testing, and employee training are actively underway to ensure a seamless deployment and transition across all departments.

DART earned the prestigious Distinguished Budget Presentation Award from the Government Finance Officers Association for its Fiscal Year 2026 Annual Budget and 20-Year Financial Plan.

Employee-Driven Efficiency Solutions in Bus and Rail Yards.

Our employees are empowered with resources and tools to overcome daily challenges and streamline operations. Two recent projects highlight how employee-driven solutions are transforming both our bus and rail yards, fostering a safer, more efficient, and connected workplace.





Instant Communication in our Bus Yards

The DART Bus Terminal Intercom Project revolutionized communication for bus operators, spotters, and station managers. Before this initiative, coordinating activities or reporting issues required employees to walk across large, noisy facilities, which consumed time and caused delays. Recognizing this inefficiency, DART implemented a new intercom system. This new system provides instant communication and also features weatherproof intercom stations, desktop units, and yard-wide public announcement capabilities, allowing station managers to broadcast important messages quickly. The system enables clear, simultaneous communication even in noisy environments, ensuring that employees can connect safely without leaving their functional areas. This project is a testament to how targeted investments driven by collaboration across various teams can create a safer and more efficient workplace.

Streamlining Rail Operations with Real-Time Data

In our rail yards, DART tackled the inefficiencies of manual data entry with the new Online Rail Yard Sheet Application. Previously, staff at the Central Rail Operating Facility and the Northwest Rail Operating Facility managed vehicle and track status using separate Excel spreadsheets. This method was time-consuming, prone to errors, and provided limited visibility, hindering quick responses to changing conditions. The new application is a live, shared platform that offers real-time visibility into rail vehicle locations, maintenance activities, track availability, and operational restrictions. Designed in close partnership with the employees who use it daily, the interactive dashboard is tailored around actual work activities. It allows Fleet Maintenance teams to update vehicle status directly and Rail Operations personnel to monitor yard conditions. This centralized system ensures that employees have access to relevant information, enhancing collaboration and reflecting our commitment to equipping our workforce with modern, efficient tools.

Building Skills and Shaping Careers to Fuel our Future.



Launched for the 2026-2027 school year, DART is proud to establish its first-ever partnership with the Dallas Independent School District through the Career Institute North Automotive Technician Program. This initiative connects classroom instruction with observational learning, introduces local students to high-demand careers in public transportation, and creates a pipeline for emerging technicians.

Through this program 14 Dallas ISD students train on-site at DART's East Dallas Bus Operating Facility for two days each week. Working directly alongside DART training specialists, students gain essential real-world experience across critical bus maintenance areas:

- **Safety & Systems Fundamentals:** Shop safety, compressed natural gas (CNG) safety protocols, and general bus platform orientation.
- **Diagnostics & Precision Tools:** Hands-on training with digital multimeters, torque wrenches, and specialized precision measuring tools.
- **Mechanical & Electrical Systems:** Practical instruction in basic electrical battery systems, engine fundamentals, and engine support systems.
- **Pneumatics & Chassis:** Comprehensive training in air systems fundamentals, air brake system basics, and wheel and hub assemblies.

Together with Dallas ISD, DART is turning classroom learning into real-world opportunity by building skills, shaping careers, and fueling the future of our North Texas transit workforce.

DART Internship Program Celebrates 10 Years.



DART's 2026 Summer Internship Program welcomed four high school students and 23 undergraduate students representing 15 academic institutions. Embedded within 17 departments, interns contributed to DART business priorities, operational projects, research, data analysis, customer engagement, and process improvements.

By introducing fresh perspectives and bridging classroom learning with public sector practice, the program continues to strengthen DART's talent pipeline while showcasing the wide spectrum of impactful career pathways available across the transit industry.

Transforming New Employee Orientation.

DART completely reimagined how it welcomes and integrates new talent this year. Shifting from a passive one-day information download to an immersive, engaging two-day experience, the revamped onboarding framework ensures incoming employees feel valued, culturally connected, and equipped to contribute to DART's strategic mission from day one.

Day 1 - Connection & Culture: Immerses new hires in DART's Point B Strategic Plan and agency values through cross-departmental team building, executive leadership introductions, and open Q&A sessions.

Day 2 - Compliance & Clarification: Replaces slide overload with interactive learning modules, hands-on role impact workshops, and guided system field trips that provide firsthand transit familiarity.

Future enhancements pair new hires with a dedicated cadre of trained volunteer mentors with structured 30-, 60-, and 90-day touchpoints. This will provide continuous support, deepen peer connections, and drive long-term employee retention and engagement across the agency.

To date, 245 new employees have enjoyed our revamped New Employee Orientation!





Building our workforce requires us to regularly connect with talent to expand our visibility and highlight the many rewarding careers available at DART. A few opportunities we took up this year included:

- 2026 North Texas job fair hosted by U.S. Rep. Beth Van Duyne
- Mini career fairs hosted by the Regional Black Contractors Association
- Employability Job Fair
- Cedar Valley Campus Tech Expo
- Texas Veterans Commission Job Fair
- Workforce Solutions Job Fair
- Lincoln Tech Spring Career Fair



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

GOAL 2

CULTURE OF CONTRIBUTION

Our employees are the foundation of everything we achieve, and we are dedicated to creating an environment where every role carries deep meaning and aligns with the DART vision. Through expanded leadership development, peer mentorship, and agencywide recognition, we cultivate an ecosystem where team members grow individually while lifting up those around them. We empower our workforce to lead with confidence and pride – both on the job and in their personal lives. By celebrating our rich diversity, honoring frontline excellence, and uniting around a shared mission, we are moving North Texas forward together and setting the standard for transit excellence. We are DART.

Building from Within to Support Mid-level Leaders.

A cohort of seven DART employees participated in this year's Eno/MAX Program, learning alongside and exchanging industry best practices with transit professionals from three peer agencies, WMATA (Washington, D.C.), MARTA (Atlanta), and CATS (Charlotte).



The program paired virtual and in-person sessions from April through October to create an immersive learning experience. Participants explored transit and leadership best practices, built powerful professional connections, deepened their transit industry knowledge, and took part in informational site visits.

Learning directly from subject matter experts across these peer agencies, DART staff developed impactful capstone projects that were ultimately approved by executive leadership for implementation. These projects have resulted in adding transitional job bank opportunities to the Alternative Duty Program, launching a pilot of the Ready-to-Run Asset Management Program, and deploying a comprehensive telematics system for Finance's revenue support vehicles.

Mid-Manager Academy Builds Stronger People Leaders.

Our new Mid-Manager Academy launched this year to close a key training gap and expand the learning path for the agency's mid-level managers and supervisors. The eight-module program is designed to address both common and challenging situations that team leaders often face.



Participants benefit from peer coaching, executive sessions, personalized assessments, and individual development plans, plus they receive a reference binder and access to an online resource library. Post graduation coaching at 30-60-90-days reinforces key concepts so that their skills translate into long-term workplace success.

In June 2026, the Mid-Manager Academy celebrated its first 22 graduates, who remain actively engaged in post-program coaching today. The initiative is already yielding tangible career growth, with one graduate earning a promotion, and another stepping into expanded leadership responsibilities. Offered three times each year, the Academy welcomed 25 new participants in September for its second cohort.

Advancing the Agency with Investments in Senior Leadership.



To enhance their professional growth, 22 senior managers and directors successfully completed the Leadership DART program in 2026. The seven-month course at SMU's Cox School of Business, is designed to strengthen strategic thinking, collaboration, workplace culture, and organizational impact.

As the program's capstone, participants worked in teams to develop and present innovative solutions to key agency priorities. This year, the topics included gamifying ridership through incentives, reaching non-riders, climate resilience in transit innovation, operations' workforce of the future, and integrated detour and disruption management.

Executive DART Participants Step Up to the Moment.



This 2025 class of the Executive DART program brought together 15 senior executives for a five-month leadership journey under the theme "Stepping Up to the Moment." Customized for the DART work environment and taught in partnership with SMU Cox Executive Education, the program paired world-class curriculum with actionable, real-world insights.

Each month centered on a distinct leadership challenge. Sessions explored leading through crisis and restoring trust, operationalizing strategy, leveraging strategic partnerships, fostering a culture of innovation, and negotiating with power and influence. Together, these sessions equipped some of the agency's top people leaders with practical tools to navigate uncertainty, align teams around strategy, and lead with confidence.

Service Beyond the Journey: Celebrating Our Best.



Access and Opportunity Award
Pauline Murunga



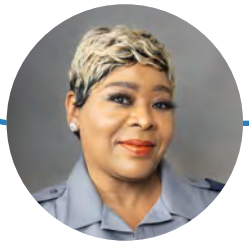
Agency Stewardship
Cimajie Best



Agency Stewardship
Damarcus Offord



CEO Award
Carlos Sanchez



Customer Service
Kathryn Harrell



Customer Service
Alice Thomas



Innovation
Tyrone Bracy



Innovation
Maurice Carter



Innovation
Antaeus Chandler



Innovation
Kristal Gay



Innovation
Brandon Hall



Innovation
Juan Torres

Public transit moves forward because of the passion and pride of the people behind it. The Excellence in Service Awards shine a spotlight on our frontline heroes, problem-solvers, and collaborative leaders who consistently go above and beyond for each other, our riders, and communities. Thank you for your dedication and tireless contributions; you set the benchmark for transit excellence.



Safety Award
Taylor Tollison



Spirit Award
Ruth Buxton



Spirit Award
Denice Martin



Spirit Award
Kayla Swann Thomas



Spirit Award
Enyineh Tete-Siaw



Spirit Award
Matt Tomlinson



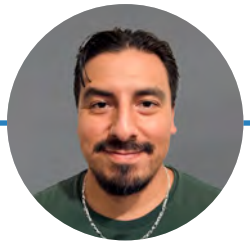
Transportation Excellence
Howard Kelley II



Workforce Excellence
David Aguirre



Workforce Excellence
Miguel Canchola



Workforce Excellence
Alex Perez



Workforce Excellence
Thomas Philip



Workforce Excellence
Rexy Sam

CEO Award

Recognized 26 members from The Silver Line Opening Steering Committee

Kirsten Alayon	James Duff	Howard Kelley II	Jamie Patel
James Bell	Anthony Fuller	Anna Kurian	Karen Ptacek
Cimajie Best	Lupe Hernandez	Porsche McGinnis	Chloe Roberson
Courtney Brown	Carmen Hillebrand	Nikki Modha	LaQuita Washington
Jasmyn Carter	Joni Honor	Pauline Murunga	Mario Zavala
Stefon Chandler	Carlos Huerta	Erin Myers	
Dawn Dorman	Jessica Jones	Eliu Paredes	

COO Award

Recognized 363 individuals on the following teams:

Supported the Winter Ice Storm, including rescuing over 215 buses.

- Bus Central Support
- Warranty & Maintenance Services
- Central Support
- Body Support
- NRV Support

Renewed focus on fleet reliability and innovation.

- Rail Maintenance
- Rail Maintenance Engineering

Precision in Motion: 2026 Roadeo Champions.

Showcasing elite skill, precision, and technical expertise, DART's top operators and maintenance professionals represented the agency with distinction at both the Texas Transit Association (TTA) State Roadeo and the American Public Transportation Association (APTA) International Bus Roadeo this year. Competing against the best transit professionals across Texas and North America, our frontline champions navigated rigorous timed obstacle courses, precision driving tests, and comprehensive mechanical troubleshooting audits.

TTA State Roadeo



35 ft. Bus Competition
Raul Abarca
1st Place
(out of 9 operators)



40 ft. Bus Competition
Jesus Rodriguez
1st place
(out of 13 operators)



Maintenance Competition
Edgar Aponte
2nd Place
(out of 9 maintenance teams)



Maintenance Competition
Luis Acevedo
2nd Place
(out of 9 maintenance teams)

APTA International Bus Roadeo



40 ft. Bus Competition
Raul Abarca
7th Place
(out of 79 operators)



Maintenance Competition
Edgar Aponte
25th Place
(out of 49 maintenance teams)



Maintenance Competition
Luis Acevedo
25th Place
(out of 49 maintenance teams)

Grand Champion Competition (combined Bus and Maintenance score)
9th place

Fueling Individual Potential and Continuous Growth.



During the 2025 Employee Learning Week, the Organization Development & Training (ODT) team visited seven DART facilities and engaged with approximately 400 employees across the agency. This year's theme, "Focus on the Value of Learning," reminded staff that every new skill gained, or insight shared, strengthens the agency's collective success.

ODT's training staff brought the learning experience to the divisions to make it easier for employees to attend. The workshops covered a variety of topics including professional pride, customer service excellence, agency knowledge, and personal growth. The week also featured a webinar about "Mapping Your Professional Growth" from the agency's training partner, DeVry University.

Employee Learning Week is one of many initiatives that helped the Organization Development & Training Team earn the Champion of Learning Certificate from the Association for Talent Development, which recognized DART's commitment to fostering a culture of continuous learning and employee development.

Building Strong Communicators with Transit Talkers Toastmasters.

Chartered in October 2014 as part of Toastmasters International District 50, DART's Transit Talkers club provides a welcoming, supportive space for employees from all backgrounds to become more confident speakers, communicators, and leaders.

With 22 active members this year, the club achieved prestigious Distinguished Club status – a testament to the dedication, courage, and peer encouragement members bring to every meeting, from icebreaker speeches to executive presentations. Meeting on the first and third Thursday of each month during lunch, Transit Talkers continues to empower staff to hone their public speaking, master impromptu table topics, and take bold leaps to enhance their leadership skills.

Building Strong Project Leaders with Project Manager Fundamentals Training.

To continuously elevate agencywide project delivery, DART's IT Project Management Office (PMO) offers an ongoing Project Management Fundamentals training series designed for project managers, analysts, and subject matter experts across all departments.

Conducted as interactive, full-day instructor-led workshops, these regularly offered sessions equip staff with practical tools and actionable templates to define project scope, build realistic schedules, proactively mitigate risks, and manage stakeholder communication. By embedding consistent project disciplines across the organization, this standing program empowers staff to lead initiatives with confidence and ensure projects across the agency are delivered well.

Culture, Curiosity, and Connection.





Through DART's Cultural Engagement initiatives, the agency promotes collaboration, respect, and a sense of belonging among all staff members by celebrating the diverse cultures and communities among the workforce.

DART hosted in-person events for Hispanic Heritage Month, Black History Month, Women's History Month, Pride Month, and the International Day of the World's Indigenous Peoples. A group of DART employees also represented the agency as participants in the 45th Annual Martin Luther King, Jr. Parade in Dallas.

Our expanded virtual activities during the annual cultural days and months allowed more employees to participate in cultural awareness efforts regardless of work schedule, location, or shift, fostering a greater sense of inclusion across the organization.

Empowering Teams, Showcasing Impact.





DART's third annual CFO Showcase of Work brought together nearly 200 team members across Finance, Procurement, and Technology to share and celebrate key milestones, drive employee engagement, and build cross-functional connections.

Serving as an interactive exposition, the showcase provided these departments with a dedicated platform to spotlight their major projects and operational achievements from the past year through hands-on exhibits, gamified activities, and live previews of new equipment, including DART's next-generation Ticket Vending Machines (TVMs). More than a review of project deliverables, the showcase served as a vibrant engagement touchpoint designed to break down departmental silos, foster organizational pride, and encourage peer-to-peer engagement and knowledge sharing.

Driven by Service. Powered by People.

DART expanded the traditional March 18 National Transit Employee Appreciation Day into a full week of agencywide recognition dedicated to honoring the operators, mechanics, maintenance teams, transit security teams, and all other frontline staff who contribute to the success of DART.





The week emphasized direct, personal connections as Senior Management and DART Board members went into the field across operating facilities, stations, and transit centers serving meals and personally thanking teams for their daily dedication. The week put a bright spotlight on our vital customer-facing workforce, celebrating their tireless dedication and the deep pride behind everything they do to keep our riders moving safely and seamlessly every day.

The "We Are DART" campaign generated over 47,000 social media impressions from March 16 - 20 alone.

Launched in 2026, the new internal signage brings "We Are DART" directly to our facilities, honoring frontline teams and building organizational pride and camaraderie. It stands as a daily visual tribute to our workforce and a powerful reminder of what we accomplish together.



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

GOAL 3

QUALITY SERVICE

Delivering quality service is more than just an operational success. This year, we leaped forward in our modernization efforts, and demonstrated our steadfast commitment to clean, safe, and reliable service. We're continuing to pioneer new concepts and smarter ways of operating our system with a forward-looking mindset. Our successes show how we are elevating the everyday, and accelerating the momentum to drive customer satisfaction and build fans for life.

Advancing System Safety and Security.



Safety is the absolute foundation of public transit trust, and providing a system where customers and employees feel secure is one of DART's highest priorities.

We are taking decisive action to examine the underlying design, policies, and practices that determine how our system is accessed and managed. To champion this proactive approach, Chairman Bryant established the DART Board Special Committee on Safety & Security in September 2026.

This committee is tasked with establishing policy, allocating resources, and driving accountability to ensure the communities we serve have complete trust in our network. The work is organized into six areas of action:

- **Closing and Gating the System:** As the highest priority, this effort evaluates the feasibility, timeline, and operational requirements of transitioning the light rail network toward a controlled-access or gated system. Staff will develop a Gated System Feasibility Report to guide this decision.
- **Deployment and Enforcement:** A review will be conducted on the staffing and deployment of DART Police, Fare Enforcement Officers, and Transit Security Officers. This includes optimizing response times, implementing hotspot strategies, and developing comprehensive approaches for addressing repeat offenders.
- **Homelessness, Behavioral Health, and Deflection:** The committee will assess the Multidisciplinary Response Team program, our behavioral-health partnerships, and opportunities to enhance diversion programs alongside our partners.
- **Technology and Security Infrastructure:** This focus area examines our access-control technology, emergency communications systems, lighting, and video analytics to identify opportunities to enhance safety on our vehicles and at facilities.
- **Intergovernmental and Criminal Justice Coordination:** The committee will seek out opportunities to strengthen coordination with service area police departments, prosecutors, courts, and other public agencies to ensure a unified response, especially with repeat offenders.
- **Accountability, Data, and Customer Confidence:** To maintain transparency, the committee will establish a quarterly Safety & Security Scorecard.

By evaluating how effectively our system is designed, enhanced, and managed, this committee reinforces our ongoing focus on continuous systemwide safety and security investments.

Launching ‘Operation Access’.

As part of a comprehensive strategy to enhance safety and reinforce compliance across the light rail network, DART is preparing to launch Operation Access – the largest coordinated security engagement in the agency’s history.



Scheduled to begin in late fall, this effort will simulate a fare-gated system by establishing controlled access points at key stations across the rail network during a 90-day demonstration. Staffed by integrated teams of Fare Enforcement Officers, Transit Security, and DART Police, the initiative will stress fare payment and the Rider Code of Conduct. By focusing intensely on stations with high incident and fare evasion rates, DART is proactively taking visible steps to ensure a secure and comfortable transit environment for all passengers.

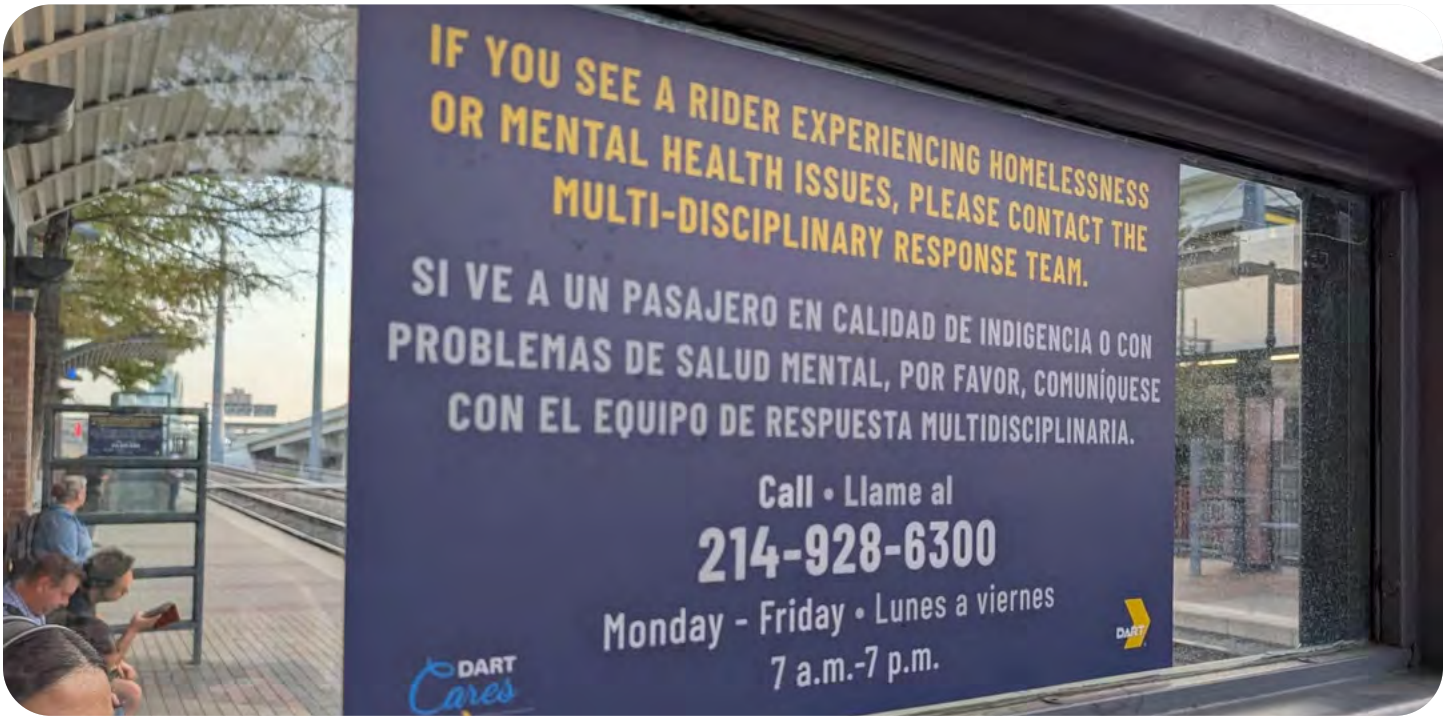
The demonstration is designed to generate the data and insights to strategically guide DART’s long-term security investments. As teams monitor the simulated control points, the agency will actively evaluate passenger flow dynamics, technology requirements, infrastructure support, and staffing resources. Ultimately, the insights gathered during Operation Access will inform future capital and operating investments to directly address rider and community concerns around safety and security.

Re-establishing a culture of compliance on DART’s light rail system includes:

- Reducing fare evasion.
- Strictly enforcing the Code of Conduct.
- Prioritizing entry point stations with highest incidence of non-compliance.

Continuing Compassionate Intervention through DART's MDRT Program.

Launched as a pilot in fall 2023, to now a permanent program, the Multidisciplinary Response Team (MDRT) continues to serve as an essential tool in DART's security strategy.



The MDRT pairs specially trained DART Police officers with licensed behavioral health professionals to provide targeted outreach to unhoused individuals and those experiencing mental health crises. This proactive approach connects vulnerable populations to appropriate community services rather than allowing transit vehicles and facilities to serve as de facto shelters. By successfully diverting individuals from emergency rooms and jails, the program reduces recurring behavioral issues on the system, allows DART Police to focus on broader security, and effectively moves the needle toward a safer, more welcoming environment for all riders.

Measuring impact in FY26:

- **Increasing Trust:** The percentage of individuals declining services fell to 20%.
- **Broad Reach:** The MDRT has successfully engaged in 6,516 direct client contacts.
- **Positive Resolutions:** Nearly 50% of all interactions are either resolved safely on the scene or result in a direct "warm hand-off" to targeted community services.
- **Reducing Escalation:** Emergency detentions have dropped from 424 in FY25 to 362, as teams resolve issues before they reach a mental health crisis point.
- **Record Satisfaction:** Driven by visible safety and security improvements, DART's Net Promoter Score (NPS) surged from a low of -16.1 in 2022 to an all-time high of 33.7 in 2026.

Unwavering Commitment to Safety and Compliance.

This year, DART continued to elevate systemwide safety standards by executing our Public Transportation Agency Safety Plan (PTASP) and advancing our Safety Management System (SMS) framework. By ensuring a strong focus on safety assurance, safety promotion, safety risk management activities, and strict regulatory compliance, DART commits daily to providing a safe and reliable transit environment for passengers, employees, and the broader public.



Recognizing that a robust safety culture begins from within, the agency intensified direct employee engagement this year through 136 in-person trainings, field observations, audits, and targeted safety briefings. By empowering our workforce with a deep understanding of SMS principles and encouraging proactive hazard reporting, DART continues to reinforce safety as a core organizational value at every level.

We also intensified our efforts directly into the areas we serve by expanding our initiatives for rail safety education, actively participating in school outreach programs, and hosting Rail Safety Week events across the rail network to reinforce safety as everyone's responsibility.

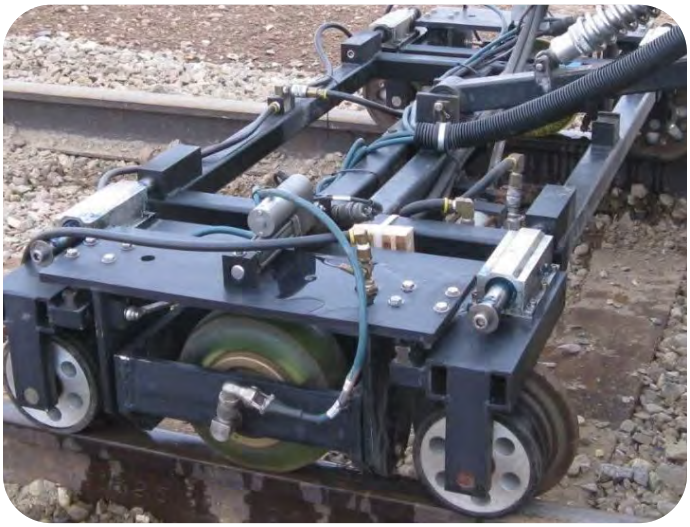
See Tracks? Think Train

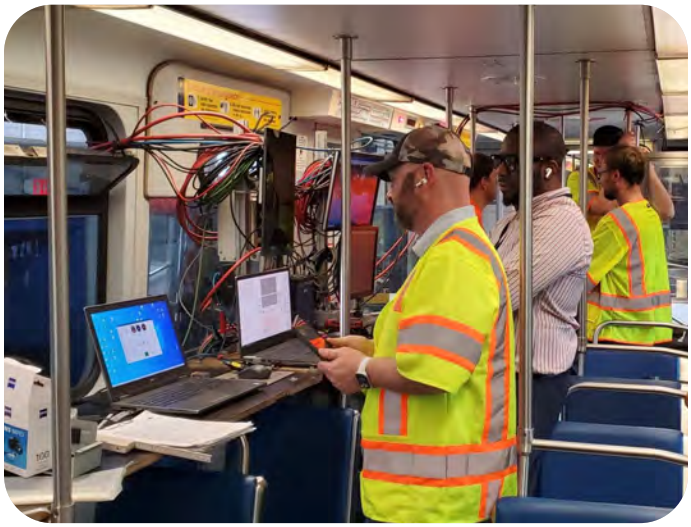
- **LOOK.** Watch for approaching trains in both directions.
- **LISTEN.** Stay alert to train horns and warning signals.
- **OBEY.** Follow crossing gates, lights, signs, and platform markings.
- **CROSS SAFELY.** Use designated crossings and never trespass on the tracks.
- **STAY FOCUSED.** Put away your phone and remove distractions near the tracks.

Make every crossing a safe one.

Rail Maintenance = Reliability.

To maintain a reliable transit network and support State of Good Repair (SGR) efforts, DART utilizes advanced diagnostic technologies to monitor its infrastructure. By proactively identifying wear and potential defects before they cause disruptions, our maintenance teams can prioritize capital renewals and repairs, ensuring consistent and dependable service for our customers.





Rail Tracks

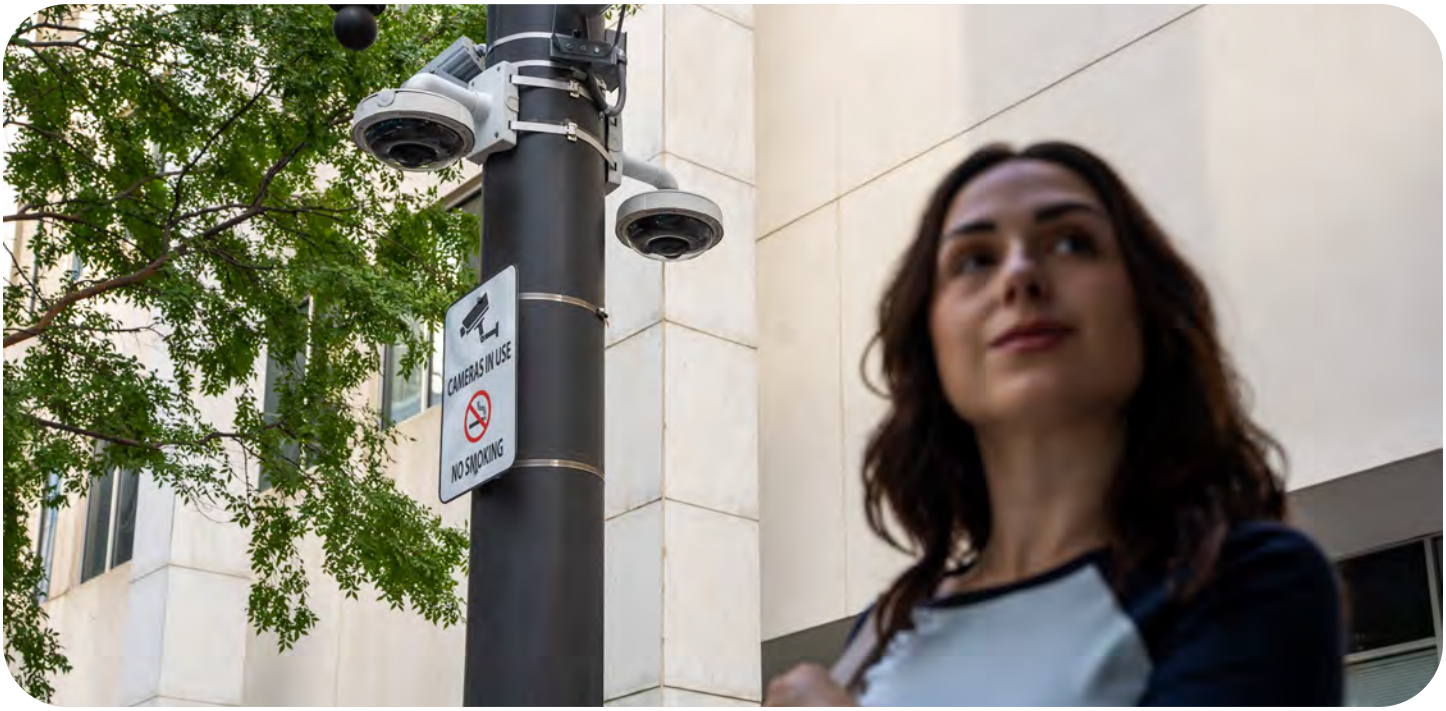
DART conducts annual ultrasonic testing and inspections throughout the agency's rail network. This specialized testing is critical because it can detect internal flaws and defects within the steel rails that are entirely invisible during standard visual inspections. The assessments cover all open track sections, special trackwork, road crossings, and embedded track. Through this process, reports are generated detailing any defects alongside their exact location and severity. DART's Rail Maintenance team then leverages this information to prioritize and execute necessary repairs, keeping the system in a state of good repair.

Overhead Catenary

In addition to track inspections, DART recently began employing an optical overhead-catenary inspection system to measure the complete profile and condition of the contact wire while vehicles are actively traveling along the tracks. This system captures objective, location-specific metrics – including wire wear, cross-sectional area, height, lateral position, and real-time pantograph interaction – all of which are synchronized with video evidence and exact track locations. When combined with variables such as asset age, utilization, and maintenance history, this data allows us to accurately identify abnormal deterioration early. This predictive approach forecasts when wire segments will reach critical wear thresholds, ensuring that maintenance is prioritized long before a failure occurs.

A Clearer Vision with Next-Gen Video Management.

The Enterprise Camera Replacement Program is a $21.5 million investment to replace more than 7,000 outdated security cameras on vehicles, at facilities, and on DART property with a modern, high-quality video system designed to better protect our riders and employees.



These new cameras provide much clearer pictures and smarter features, allowing our teams to monitor the network more effectively and investigate incidents much faster. Beyond these improvements, this investment provides a strong, flexible security foundation to easily integrate with future technological advancements and enhanced capabilities, ensuring our safety tools can continuously adapt and grow as new capabilities emerge. The program has migrated over 50% of the cameras already and remaining camera replacements will be completed in FY27.

DART Transform: Year 2 Milestones in System Modernization.

DART Transform is a comprehensive, 10-year modernization program focused on five core pillars: replacing aging vehicles, upgrading station facilities, strengthening system resiliency, implementing a unified signaling system, and modernizing operating facilities. Now in its second year, the agency is delivering tangible, visible progress across every aspect of this multiyear effort.



System resiliency remains a top priority, as demonstrated during the five-day January 2026 winter storm when DART safely carried over 247,000 riders across its rail, bus, GoLink, and paratransit networks, while coordinating more than 900 “Rescue Ride” trips via Uber and Lyft. To prepare for future severe weather, crews are actively installing specialized ice caps and shrouds along the overhead catenary system (OCS) to prevent ice buildup and maintain uninterrupted power. Additionally, DART is piloting an automatic tensioning system on a section of the Red Line to dynamically regulate wire tension during extreme seasonal temperatures, tightening during winter freezes and loosening in summer heat.

Passenger amenities and station facilities are also seeing immediate upgrades across the network. All legacy ticket vending machines (TVMs) have been replaced with modern units that integrate seamlessly with the GoPass® app and GoPass® Tap cards, allowing riders to check balances, review transaction history, and track fare capping progress on the spot. Next-generation Passenger Information Display Systems (PIDS) featuring real-time arrival messaging and platform-wide audio are now active on Trinity Railway Express (TRE) platforms – the first step in a broader initiative to replace signage at 75 rail stations. Infrastructure work is also advancing at Cityplace/Uptown Station, where two of the six escalators have been fully renovated, work is underway on a new east mezzanine escalator, and a third escalator renovation is on track for completion in 2027.

Replacement of vehicles for light rail is underway with proposals due in February 2027. To support this fleet transformation, DART was awarded a $70 million Rail Vehicle Replacement Program from the Federal Transit Administration (FTA) toward 53 new rail cars along with a $25M BUILD grant to modify platforms and remove center crosswalks at nine stations along the Red and Blue Lines. New TRE locomotives with funding support from the Regional Transportation Council are currently being commissioned and will be in revenue service in 2027. Our new buses continue to roll in, with 250 already in service this year. We are ahead of schedule and anticipate receiving our full order of 476 vehicles by fall 2027.

Unified Signal System design is now 30% complete. The progressive design-build Request for Qualifications is currently being evaluated, with a Request for Proposals expected for release by end of 2026.

Through DART Transform, operating facility modernizations reached significant milestones this past year with employee workspace enhancements, upgraded maintenance capabilities, and progress on land acquisition.







DART Headquarters: This year, a conceptual design study was completed to guide long-term renovation planning while simultaneously advancing critical state-of-good-repair improvements. Key accomplishments included replacing the first floor air-conditioning and initiating a building chiller replacement. Planning and project development for the roof and skylight replacements are underway, and modernization of the building's elevators to improve reliability and meet current code requirements has now advanced to the procurement phase.

East Dallas Parking Garage Rehabilitation: This spring, DART completed emergency structural and drainage repairs at the East Dallas Parking Garage. Following a full facility closure over multiple weeks, the facility successfully reopened ahead of FIFA events, extending the structure's operational lifespan and reducing long-term maintenance needs.

Bus Maintenance Upgrades: Fleet reliability received a major boost through ongoing bus lift replacements across all three maintenance facilities and the bus overhaul shop: 40% of the agency's 62 lifts are fully replaced, 35% are in progress, and 25% are slated for upcoming phases. Additionally, renovation of the South Oak Cliff bus wash is actively underway to improve daily efficiency.

Operating Facility Modernization: Design activities launch this fall for comprehensive renovations beginning at the Northwest Bus Operations Facility. The transportation and maintenance facility renovations will feature modernized employee restrooms and breakrooms, repaving of the bus parking lot, and other State of Good Repair improvements.

Future Non-Revenue Vehicle (NRV) Facility: A major milestone was achieved for the future Non-Revenue Vehicle Facility with the acquisition of additional land at the Senate Street location and completion of environmental studies. With design starting this fall, the new facility will deliver modern infrastructure for non-revenue vehicle maintenance while unlocking the current Jefferson Boulevard property for future economic development.

Through targeted capital investments and facility designs built around our employees' needs, DART continues to deliver safer, more comfortable spaces for our workforce while ensuring our transit infrastructure remains strong and resilient for decades to come.

A Global Stage, A Regional Success.

When the world came to North Texas, DART was ready to move it. During the FIFA World Cup 2026™, we served as the primary mobility partner for international visitors, media, and everyday commuters. Across 39 days, including nine match days, DART connected key destinations throughout the region, including the FIFA Fan Festival™ Dallas at Fair Park, games at the Dallas Stadium in Arlington, destinations in Service Area cities, as well as our two international airports.







By prioritizing operations and regional coordination, DART optimized the network to handle a massive influx of global travelers while maintaining consistent, reliable service for our daily riders.

Moving the Masses

+35%
Ridership growth on the TRE

+27%
ridership growth on the Green Line

+16%
ridership growth on the Orange Line

+82%
increase in demand at Fair Park Station on Saturdays

+31K
alightings at the CentrePort/DFW Airport Station to support game-day connections

Zero
significant incidents occurred on DART property during the tournament

Ready, Set, Let's Goooal!

- **Expanded Service:** Enhanced commuter and light rail service to accommodate increased ridership and match-day demand.
- **Strengthened Partnerships:** Coordinated with Dallas Sports Commission, FIFA, regional transportation agencies, local governments, public safety partners, and event stakeholders to support seamless mobility.
- **Enhanced Customer Communications:** Developed timely, multilingual announcements, wayfinding, and travel information to help riders navigate the system with confidence.
- **Prepared for Visitors:** Equipped employees and frontline teams with the information and resources needed to welcome and assist visitors from around the world.
- **Prioritized Safety & Security:** Coordinated enhanced safety, security, and emergency response planning for increased crowds and special event activity.
- **Tested Readiness:** Used exercises, planning sessions, and cross-department coordination to prepare for changing demand, unexpected conditions, and a high-profile international event.











Guiding the FIFA Customer Experience.

To support the elevated FIFA demand, DART deployed a massive, human-centered informational network. Through an integrated strategy of wayfinding, physical collateral, and face-to-face field support, we transformed unfamiliar travel into an approachable, confident experience.

Information at Scale

- 75,000 brochures were distributed to support rider education before and during the event.
- 703 wayfinding signs and 997 marketing signs were deployed across the system to guide fans seamlessly.
- 44.7 million paid media impressions and over 340,000 visitors on DART.org ensured clear communication across digital channels.

The Human Element

- 530 DART ambassadors and 252 FIFA volunteers supported customers on the ground.
- Ambassadors completed 1,300 shifts, providing a highly visible, welcoming presence across 16 key stations for 35 days.

Driven by a robust and comprehensive transit network, DART serves as a critical regional asset that allows North Texas to fiercely compete for and successfully host major national and international events.

Enhancing Station Appearance and Servicing Standards Across the System.

DART rail stations are vital community hubs, and providing a welcoming, high-quality experience for all riders remains our priority. This year we conducted a comprehensive assessment alongside customer feedback to pinpoint priority locations requiring targeted or enhanced cleaning and maintenance.





To address these needs directly, DART deployed significant operational and supervisory upgrades:

- **Increased Cleaning Frequencies:** An additional $7.8M investment this year has expanded station cleaning at the high-priority locations from once daily to three to four times per day. Elevator sanitation increased to three times daily, alongside daily power washing of platforms, walkways, and concourses.
- **Rigorous Quality Assurance:** DART Passenger Amenity Field Inspectors expanded field presence and strengthen oversight of contracted cleaning and landscape services. Inspectors now conduct formal weekly maintenance evaluations across the entire light rail network to ensure compliance and uphold appearance and cleanliness standards.

Customer Satisfaction and Loyalty at Record Highs.

DART achieved milestone improvements in rider satisfaction and loyalty this year with the highest levels of rider endorsement in six years. This benchmark reflects the direct, systemwide progress we are making to elevate the daily transit experience for the communities we serve.





Top-rated aspects of the DART experience:

- DART personnel and transit center staff
- GoLink agents and customer service representatives
- Real-time information tools

Operational investment priorities:

- Improving bus reliability
- Enhancing safety and cleanliness
- Streamlining communication during service disruptions

These record-setting metrics validate our ongoing commitment to putting the rider first and actively refining the transit journey. By recognizing the strengths of our frontline personnel and real-time information tools – while directly addressing our core operational priorities of vehicle reliability, system safety, and proactive communication – we are building a network that our riders can consistently rely on. As we look ahead, our focus remains on turning customer feedback into meaningful action, ensuring that every strategic investment we make drives an even better daily customer experience.

The 2026 Customer Satisfaction Survey results reflect the impact of our continued efforts across the agency to deliver a better, more consistent experience while riding DART.

- **Overall Satisfaction:** Overall customer satisfaction reached 74.9%, its highest level since 2019.
- **Net Promoter Score (NPS):** The agency's NPS climbed 10.8 points to a record 33.7, surpassing the transit industry median.
- **Rider Retention Intent:** A record 89.6% of riders indicated they are likely to continue using DART, marking the highest share since the survey began in 2012.



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

Whether connecting daily commuters or transporting thousands to major events, we are continually enhancing DART's network to meet our riders' needs. As we have built out our rail network, we're turning our attention to optimizing key transit corridors, creating community mobility hubs, enhancing microtransit services, and perfecting frictionless digital tools. Ultimately, this commitment to a connected, accessible, and modern transit ecosystem is supporting our goal of having DART be an essential part of daily life.

First Year in the Books for Silver Line.

The first year of revenue service for the DART Silver Line showcased the success of one of North Texas' most significant transportation investments. The 26-mile regional rail line established the region's first east-west rail connection across the northern part of the DART Service Area, stretching from DFW Airport Terminal B Station to Shiloh Road Station in Plano.



Spanning seven cities and DFW Airport, the new line connects major hubs, drives economic growth, and features unique station designs reflecting each local community.

During its inaugural year, the Silver Line project and its active transportation components received significant industry recognition for excellence in design, engineering, and community impact:

- **Engineering News-Record (ENR) Award of Merit:** Honored in the Airport/Transit category, this award recognized the project's engineering excellence, active community engagement, station design, quiet zone implementation, and multimodal features.
- **Trinity Urban Design Award:** The project earned an Honorable Mention in the Built Project category, celebrating its lasting contribution to urban design and placemaking across North Texas.
- **BikeDFW Mobility Champions of the Year:** DART staff were recognized for their leadership in advancing the 24-mile Silver Line Rail Trail and Cotton Belt Regional Trail corridor, providing a major multimodal transportation benefit.
- **State Funding Boost:** Leveraging the initial Silver Line investment, the Texas Transportation Commission awarded $25 million to support the continued construction of the adjacent Silver Line Rail Trail and improve bicycle and pedestrian connectivity to several rail stations.

Among the project's most recognizable accomplishments was the installation of the signature bridge arches over US 75 in Richardson over the summer. The twin steel aesthetic arches, each spanning approximately 400 feet long, were deliberately designed as a grand gateway feature for the city. Enhanced with distinctive blue and white architectural lighting, the structure has quickly become a highly visible landmark along one of the busiest highway corridors in the region.

597K+
Total passenger boardings in first year

99.5%
Average on-time performance

Optimizing Downtown Dallas Transit Corridors.

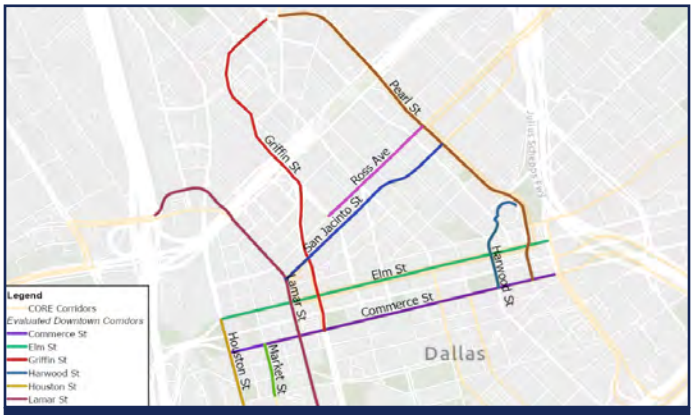
DART, the City of Dallas, and Downtown Dallas, Inc. are collaborating on solutions to improve transit speed, service reliability, and the experience of all users and modes along two key downtown corridors. This year, a comprehensive traffic capacity analysis along Elm and Commerce streets was conducted to assess the feasibility of dedicated Bus Only lanes.

Reconfirming these dedicated lanes is a critical milestone, as it establishes the operational foundation necessary to advance a potential enhanced transit solution through downtown Dallas. This analysis also ensures that all proposed transit priority treatments are seamlessly coordinated with existing and future downtown development, transportation, and mobility initiatives.

A series of targeted infrastructure and operational treatments have been identified to improve corridor performance.

Elm Street Enhancements (from Cesar Chavez Boulevard to Houston Street)

- **Pedestrian & Lane Alignment:** Adjusting curb lines to expand pedestrian space, accommodate protected loading zones, and smoothly align the bus lane.
- **Visual Demarcation:** Adding high-visibility surface treatments to dedicated bus lanes to improve driver compliance.
- **Access & Traffic Flow:** Reducing roadway friction by closing specific surface parking access points and relocating select loading zones to adjacent cross streets.
- **Stop Optimization:** Consolidating or relocating bus stops to improve multi-route efficiency and operator maneuvering.
- **Peak Capacity:** Restricting south-side metered parking during peak hours to maximize standard vehicle travel lanes.



Candidate Corridors for Downtown Dallas Bus Lanes

Commerce Avenue Enhancements (from Houston Street to Cesar Chavez Blvd)

- **Pedestrian & Lane Alignment:** Adjusting curb lines to expand pedestrian space, align the bus lane near the AT&T Discovery District, and protect parking garage access.
- **Intersection Efficiency:** Converting select on-street parking into dedicated left-turn lanes, successfully maintaining two continuous through-lanes for standard traffic.
- **Transit Signal Priority (TSP):** Activating TSP at key intersections to proactively reduce transit delays.
- **Visual Demarcation:** Adding high-visibility surface treatments to dedicated bus lanes to improve driver compliance.
- **Stop Optimization:** Consolidating or relocating bus stops to streamline operations across multiple routes.

Treatments and optimizations along these two key downtown corridors could have a profound impact on our network, accelerating transit speeds and improving reliability for at least 38 DART routes.

Service and Fare Changes Support Agency Goals.

This year, DART implemented service changes that discontinued several low-performing bus routes and adjusted weekday rail and bus frequencies. The updates were guided by public hearings held in summer 2025, and input from riders and service area cities.

By concentrating service on the routes and corridors with the highest demand while maintaining strong connections to rail, GoLink, and key bus services, DART responded to rider and stakeholder feedback by minimizing disruptions and preserving access to the transit network.

In March, DART revised regional and reduced fares to simplify the fare structure, improve equity among rider groups, and support the long-term sustainability of transit service. Additional service adjustments were made in May and June following Highland Park's withdrawal from the agency.

The Next Evolution of On-Demand Mobility.

In FY26, DART established the GoLink 2.0 Task Force to evaluate and enhance its on-demand mobility program. The initiative began with a fundamental question: What changes are necessary for GoLink to become a stronger, more scalable service?

The Task Force focused on assessing current service delivery while actively engaging with stakeholders. Staff held dedicated listening sessions with nine cities to hear directly about community priorities, awareness gaps, and future opportunities. During these collaborative discussions, cities expressed a desire for more regular engagement, stronger GoPass® app integration, service optionality, and detailed performance dashboards.

A central takeaway is the need to transition GoLink from a standalone service into a comprehensive, scalable program. This shift requires stronger governance, improved data integration, and flexible service models tailored to varying local mobility needs. To support this evolution, DART deployed performance dashboards tracking metrics such as ridership, on-time performance, and wait times, with plans to introduce further city-specific reporting in a subsequent phase. Looking ahead, DART is evaluating expanded provider options and customized delivery models to ensure the financial sustainability and long-term success of the GoLink program.



Task Force Workstreams:

- Operations and reliability
- Customer experience and engagement
- Technology and data
- Strategy and service design

Driving Transit Technology Nationwide.

This year, METRO Magazine honored DART with the 2026 Innovative Solutions Award, recognizing our GoPass® platform as a premier Mobility-as-a-Service (MaaS) tool. Supporting over 865,000 active users this year, GoPass continues to seamlessly combine trip planning, ticketing, and micro-mobility access into a single interface while also continuing to expand its national footprint.



To ensure GoPass® remains a cutting-edge tool for both riders and partner transit agencies, DART deployed several capabilities this year:

- **Live Journey:** Enabled real-time notifications, visual tracking, and active trip guidance.
- **Cybersource Payment Gateway:** Upgraded payment systems, allowing partner agencies to directly access fare revenue and optimize transaction fees.
- **Event Management:** Rolled out robust back-end tools to streamline special event ticketing and sorting.
- **FIFA World Cup 2026™:** Created a dedicated "Dallas - FIFA World Cup" profile, optimized agency selection by user proximity, and refined routing logic for global visitors.

Over the next year, we'll launch a new ticket user interface to eliminate counterfeit vulnerabilities, fix barcode visibility issues, and deliver a modernized visual design. We're also introducing "Detours in Map," allowing customers to visualize published trip modifications in real-time through the trip planning map.

DART Extends Neighborhood On-Demand Service.

At the request of the City of Dallas, DART recently extended the Joppa on-demand transportation program for the Joppa community in Dallas for an additional three years through March 31, 2030.

Fully funded by Union Pacific Railroad to mitigate mobility impacts while a new local pedestrian bridge is designed and constructed, this service provides the historic Freedman neighborhood with free, direct connections to 18 essential destinations, including grocery stores, medical centers, and DART rail stations. Registered Joppa residents can easily book up to six daily trips using the Uber or Lyft apps or via a call-in number, with DART ensuring equitable access by providing dedicated wheelchair-accessible vehicles for riders requiring ADA accommodations or alternative booking methods.

By extending this targeted mobility solution, DART ensures that the residents of this community maintain seamless access to essential services and the broader regional transit network.

Creating a Vibrant Future for Deep Ellum.



In partnership with Deep Ellum Foundation and The Loop Dallas, DART completed the design phase for the Deep Ellum Station Mobility Hub, setting the foundation for future construction.

This project reimagines an underutilized DART parcel across from the station into a signature multimodal destination in the heart of one of Dallas's most iconic neighborhoods. The hub will connect DART light rail, bus routes, bicycle-sharing facilities, and micromobility options, creating a highly accessible transportation gateway that supports the diverse needs of residents, commuters, and visitors.

The design celebrates Deep Ellum's renowned cultural and entertainment heritage and prioritizes sustainability, accessibility, and intuitive wayfinding while providing flexible spaces to support local events, public art, and neighborhood gatherings.

Areas of Persistent Poverty (AoPP) Grant Funds at Work.

Last year, DART received a $536K grant from the Federal Transit Administration (FTA) to develop conceptual plans for mobility hubs supporting the Red Bird and Buckner/John West areas which are served by some of DART's highest ridership routes. The effort also includes concepts for repurposing the underutilized Red Bird Transit Center. With stakeholder feedback and community meetings, staff identified mobility challenges and a community vision for these destinations.

The Special Event Advantage.

North Texas is a premier destination for world-class sports, entertainment, and beloved community traditions, and DART remains the region's indispensable mobility partner. Over the past year, as our transit network safely and efficiently moved tens of thousands of attendees to the metroplex's highest-profile attractions, we continued to demonstrate the exceptional capacity, reliability, and agility of public transit.



Behind every seamlessly executed major event was a comprehensive, agencywide operational strategy. By dynamically scaling rail and bus frequencies, deploying dedicated teams, and coordinating closely with our service area cities, law enforcement allies, and venue partners, DART ensured that getting to and from high-volume gatherings was convenient and stress-free.

- **Festival at the Switchyard:** Enhanced Silver Line access directly to Downtown Carrollton Station, supporting vibrant community engagement in the city's historic core.
- **Downtown, Fair Park & Holiday Events:** Delivered enhanced evening and holiday schedules, ensuring safe, reliable travel for families enjoying regional seasonal festivities.
- **Dallas St. Patrick's Parade & Festival:** Provided high-frequency Red Line rail service and targeted crowd-management support to safely connect thousands of revelers along the bustling Greenville Avenue corridor.
- **Deep Ellum Community Arts Fair:** Maintained frequent Green Line service into the heart of this cultural district, supporting local artists and neighborhood vitality.
- **Wildflower! Arts & Music Festival:** Delivered direct, convenient transit connections to Galatyn Park Station, allowing festivalgoers to bypass traffic and parking delays.
- **FIFA World Cup Events:** Provided continuous, high-capacity, high frequency service, and dedicated platform ambassador teams to move thousands of global soccer fans and local attendees across the region.
- **Addison Kaboomtown!:** Provided enhanced Silver Line service and coordinated traffic management to serve high-density crowds attending one of the nation's premier Independence Day fireworks displays.
- **State Fair of Texas:** Scaled rail and State Fair Flyer bus service along key Fair Park corridors to deliver hassle-free access to Texas's largest annual gathering.

By linking operational excellence with personal, customer-first service, DART continues to elevate the rider experience and power the economic and cultural vitality of North Texas.



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

GOAL 5

FANTASTIC SPACES

We are upgrading our transit centers and rolling out next-generation bus shelters to provide a modern, welcoming start and end to every journey. Our transit-oriented development (TOD) strategy goes far beyond simply repurposing underutilized parking lots. By actively leveraging DART real estate and partnering with developers and our Service Area cities, we are transforming these sites into vibrant mixed-use hubs that drive regional economic growth and attract new community investment right at our stations. We are creating vibrant, memorable spaces that do more than just move people; they connect and inspire the communities we serve.

Investing in Our Spaces with Transit Center Upgrades.

In 2024, DART completed a comprehensive, systemwide assessment of our 19 transit centers to strategically plan for future renovations. Building on those findings, we finalized new design guidelines this year to shape the upcoming facility improvements.



Design efforts are scheduled to launch this fall, with initial construction prioritizing transit centers that are not currently slated for improvements as part of our station modernization efforts, or slated for near term transit-oriented development.

As we "renovate in place," this modernization initiative is driven by a dual commitment: to our riders who rely on our network, and to the employees who operate it. By thoughtfully upgrading these spaces, we are adapting to the evolving expectations of our riders and ensuring every facility delivers a consistently welcoming, high-quality customer experience. Simultaneously, these improvements will create a safer, highly functional, and easily maintainable environment to support our staff over the long term.

Essential Elements of the Transit Experience

Riders identified the following as must-haves at transit centers:

- **Weather protection:** Sheltered boarding areas to shield passengers from the elements.
- **Dependable communication:** Real-time information displays, schedules, and service alerts for efficient travel.
- **Safety enhancements:** Improved lighting and camera coverage to ensure security.

DART has requested Community Project Funding under FY27 Transportation, Housing and Urban Development (THUD) Appropriations to help fund improvements to the CBD West Transfer Center and J.B. Jackson, Jr. Transit Center.

Next-Generation Bus Shelters Continue to Roll Out.

Over the past year, DART completed the first phase of its bus stop improvements by installing 65 next-generation shelters. To scale this modernization, the DART Board authorized an up to $71.5 million contract with Tolar Manufacturing Company, Inc. in June 2026.

Beginning its second phase in November 2026, the systemwide initiative will deploy 1,350 modern shelters (including 350 at new locations) alongside 1,500 steel benches, 3,000 trash cans, and 500 blade lights in phases through 2030.

DART also continues to collaborate with service area cities and developers to systematically upgrade site accessibility. This includes pouring new concrete amenity pads, leveling sidewalks, and adding curb ramps to ensure riders have safe, level surfaces to board and deboard vehicles.



The new shelters feature solar-powered LED lighting, real-time arrival displays, composite wooden benches, and perforated panels for optimal airflow and visibility.

Integrating Mobility and Nature in the Southwestern Medical District.

In support of the Texas Trees Foundation's transformative Southwestern Medical District Urban Streetscape and Park Project, DART is partnering to advance the shared vision of turning a two-mile section of Harry Hines Boulevard into a cool, green, and interconnected multimodal corridor.



To complement the foundation's biophilic streetscape designs, two-way cycle tracks, and urban canopy expansion, DART is strategically placing transit amenities – including next-gen shelters, real-time rider information displays, and accessible boarding areas along this corridor. By coordinating infrastructure placement with nature-based urban design, we are playing our part to improve overall transit connectivity for the more than 41,000 healthcare employees and 3.4 million annual patients navigating the district.

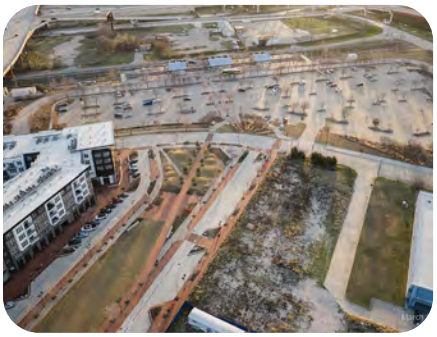
Transit-Oriented Development Transforms Communities.

In November 2025, the University of North Texas Economic Research Group released the latest update to an ongoing study that found development within a quarter mile of DART Light Rail stations has generated $18.1 billion direct economic impact to North Texas over the past 25 years.

The study also found that rent premiums in transit-oriented developments (TOD) were 10% higher for residential and 12.6% higher for commercial rents than units more than a half mile from the station.

In most cases, these TODs were constructed on land adjacent to a DART property. But now, the agency is working with cities and developers on projects that will convert underutilized DART-owned parking lots into vibrant mixed-use properties.

TOD projects currently underway:



Trinity Mills Station, Carrollton: In December 2025, DART, the City of Carrollton, and Integral Group hosted the grand opening of the new EVIVA Trinity Mills Station apartments and Esplanade Park. EVIVA, a 5-story, mixed-use development with a blend of residential and retail/restaurant spaces – is the first phase of a $1 billion mixed-use development on 26 acres of city- and DART-owned land land. Subsequent phases will include office space, additional retail and residential space, and a hotel.



Buckner Station, Dallas: Palladium Buckner Station, a $107 million, 304-unit mixed-income apartment community, began construction in August 2025 on an unused section of the rail station's parking lot. Thanks to Dallas Housing Finance Corporation bonds, more than half of the units will be priced as affordable housing. Palladium plans to open in spring 2027.



SMU/ Mockingbird Station, Dallas: This TOD project, which broke ground in January 2026, will convert 11 acres of DART-owned surface-level parking into a multifamily apartment community, a 500-space underground parking garage for DART customers, and plans for future office, hotel and residential phases. A new public plaza and sidewalks will integrate the new development into the existing shopping center and DART's SMU/Mockingbird Station. The first phase is expected to be finished in 2027.

D CEO magazine recognized the SMU/ Mockingbird Station project – a collaboration between DART, Trammell Crow, and the City of Dallas – as the winner of the 2026 Commercial Real Estate Awards "Best New Multifamily (Urban)" development.

Addison Station, Addison: Addison Junction is a planned $240 million mixed-use TOD situated on town- and DART-owned land at the Silver Line's Addison Station. Slated to begin construction next year through a partnership between DART, the Town of Addison, and Quadrant Investment Partners, the project will feature office spaces, a hotel, an event venue, restaurants, and upgraded outdoor amenities.

Intellectual Property for The Traveling Man Secured.

DART has signed a copyright license agreement with *The Traveling Man* co-creator Brad Oldham Sculpture, granting the agency the right to use the image and likeness of the sculptures in marketing, communications, and community engagement efforts.



Photo Credit: Andy Luten

Located near Deep Ellum Station, The *Traveling Man* is a series of three metal sculptures depicting a robot accompanied by birds. DART commissioned the artwork, created by sculptor Brad Oldham and Brandon Oldenburg of Reel FX Creative Studios, as mitigation for murals removed during Green Line construction. Although DART owns the sculptures, copyright ownership remains with the artists.

The agreement allows DART to feature the sculptures in promotional, educational, and customer service materials, including photos, illustrations, and animations. The agency also plans to develop a personality and voice for use in radio campaigns, podcasts, and other audio content, while exploring branded merchandise opportunities.

Look forward to DART developing branding, creative strategies, and a launch plan to introduce *The Traveling Man* as DART's official mascot and ambassador over the coming year.



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

GOAL 6

STRATEGIC RELATIONSHIPS

DART is committed to serving as a collaborative leader and a trusted partner. We recognize that true regional progress requires a seat at the table alongside local municipalities, regional agencies, service organizations, and the business community. To strengthen these vital relationships, DART has intentionally shifted toward a model of active listening, responsive action, and shared success.

Strengthening Partnerships through the General Mobility Program and new Governance Framework.

After the 89th Legislative Session, the North Texas Commission (NTC) and North Central Texas Council of Governments (NCTCOG) facilitated a series of targeted negotiations between DART leadership, mayors, and city managers to better align the needs of cities and the agency. These discussions focused on equity concerns around DART governance, funding and service, and provided an objective forum necessary to transform concerns into constructive, actionable solutions.

New Governance Structure

The first recommendation from these discussions was consensus on a new DART governance structure reflecting the following principles:

- No city will hold a majority on the DART Board.
- The City of Dallas will hold 45% of the total voting weight.
- All cities will have at least one voting member on the DART Board.
- Board member allocation and voting weight will be based on population brackets.
- Board size will increase from 15 to 21.

This new structure is being advanced as a unified legislative request during the 90th Legislative Session. DART, regional partners, and cities are actively incorporating this recommendation into their legislative agendas.

Strategic Funding Solution

In addition to governance, DART approved a strategic six-year funding agreement to share sales tax revenue with cities. The new General Mobility Program (GMP) Interlocal Agreement (ILA) reinforces DART's commitment to regional collaboration and financial equity. Designed in close coordination with our regional partners and cities, this agreement addresses service area cities' concerns regarding sales tax equity while committing to work towards a long-term unified vision for public transit in the region.

The GMP ILA allocates a percentage of DART's sales tax revenue to 10 participating cities for eligible local transportation projects. Scaling annually over the life of the agreement, DART's contribution is approximately $347M. The Regional Transportation Council (RTC) committed an additional $75 million starting in FY27. This RTC partnership allows DART's 5% sales tax contribution in year one to compound over time reaching a 10% sales tax equivalent in year six.

A Collaborative Approach for Long-Term Solutions

Beyond targeted local investments to support mobility and public transportation, the GMP ILA outlines a collaborative approach for future legislative activities that builds upon the RTC Transit 2.0 Report, a key theme of which is sustainable funding for transit beyond dedicated sales tax. The RTC Transit Vision Subcommittee meets regularly with support from the three transit authorities to establish a vision, evaluate new, diverse funding streams, and explore new governance and funding structures for delivery and expansion of regional rail. This collaborative effort is key to aligning DART, our cities, and regional partners behind a shared vision to ensure long-term sustainability and growth of North Texas transit.

Through the GMP ILA, DART has not only delivered a mutually beneficial financial solution, but played its part in building a stronger, more aligned coalition prepared to champion mobility opportunities in North Texas.

Addison, University Park Vote to Remain in DART.

Three cities – Addison, Highland Park, and University Park – held withdrawal elections on May 2, 2026, asking residents whether the city should remain a member city to DART.

Prior to the elections, DART conducted a comprehensive educational campaign to notify riders and residents of transit services that would cease if one or more cities withdrew from DART. Voters in Addison overwhelmingly chose to remain in DART, and a majority of University Park residents also elected for their city to stay. Highland Park residents voted to withdraw, becoming the first service area city to leave the agency since 1989.

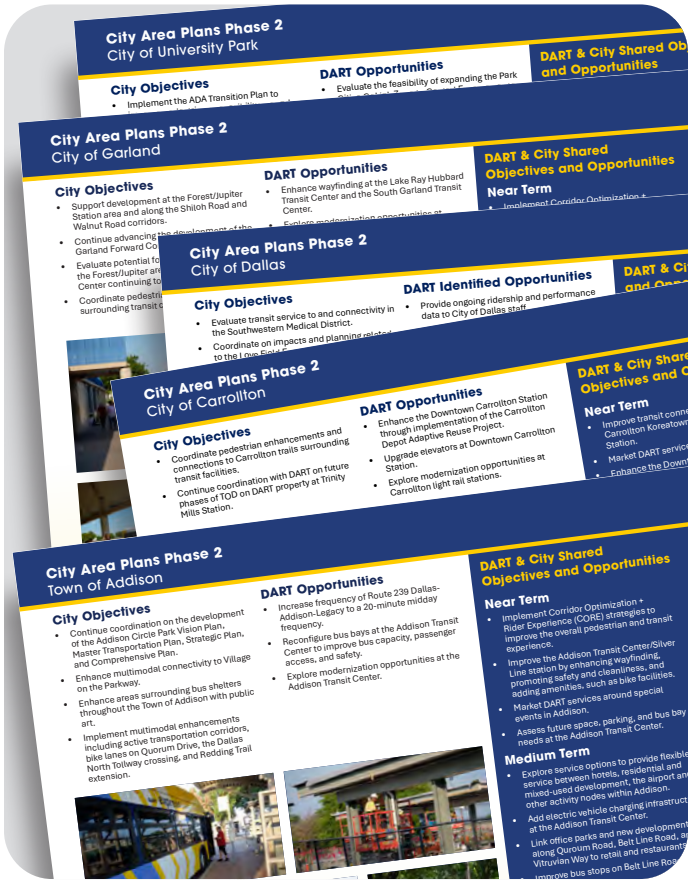
The agency ended bus, GoLink, and paratransit service in the Town of Highland Park on May 14. Buses continue to travel through Highland Park but do not stop within city limits.

Advancing Mutual Goals through Area Plan Partnerships.

Since 2023, Area Plan efforts have strengthened collaboration and engagement with cities. This year, we have identified projects to leverage DART resources to support the mobility, quality of life, and economic development objectives of our service area cities.

Through regular check-ins over the past year, we successfully:

- Confirmed that the opportunities and priorities established in the Area Plan reports remained relevant and aligned with current city needs.
- Monitored progress and proactively identified shifts in local economic development, mobility, and infrastructure priorities.
- Provided comprehensive updates on DART initiatives, programs, and avenues for collaboration.
- Identified actionable opportunities for continued coordination between DART and our service area cities.



Study Will Explore Feasibility of Collin County Rail Line.

The Regional Transportation Council (RTC), the region's transportation policymaking body, has initiated a feasibility study for a potential 18-mile passenger rail connection between Plano and McKinney to alleviate traffic congestion and improve connectivity across this fast-growing segment of Collin County.

The study will evaluate several transit options to ease traffic congestion along the corridor. These options include an extension of DART's Red Line (light rail), an expansion of the Silver Line (commuter rail), or bus rapid transit service.

Future service could be operated by DART or by a potential new regional rail authority pending regional transit funding and governance discussions occurring through the RTC's Transit Vision subcommittee. To help facilitate future development, DART already owns the rail right of way stretching between Plano and Sherman.

The feasibility study is expected to be completed in early 2027.

Shaping the Future of Southern Dallas County Mobility.

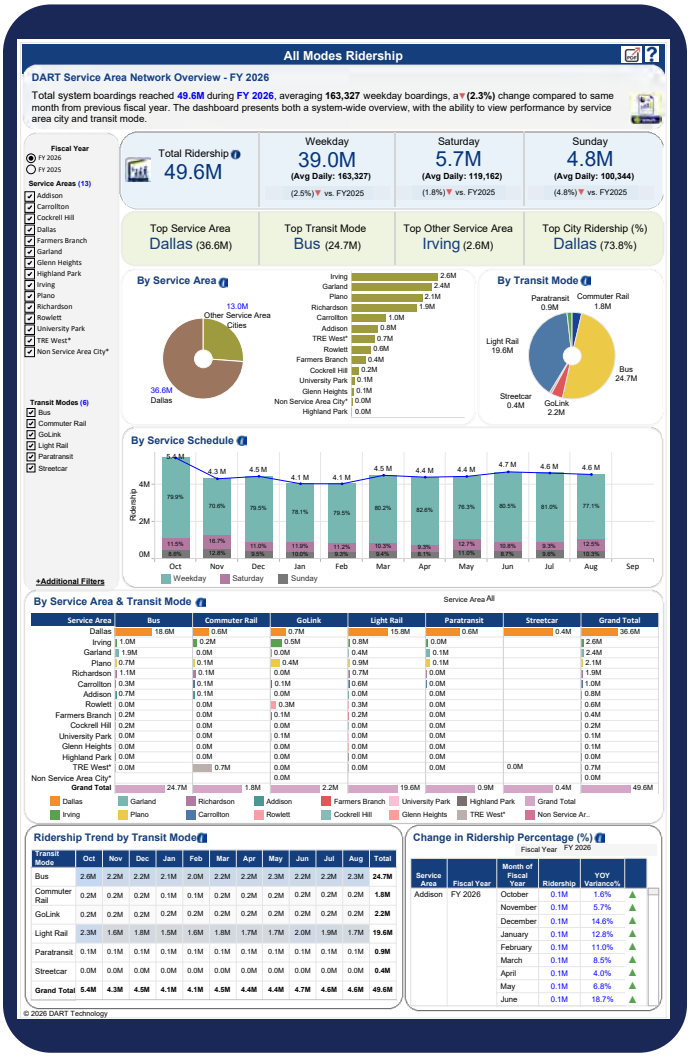
On November 16, 2026, DART is set to co-host a landmark regional mobility summit designed to forge a unified transportation strategy for Southern Dallas County. The summit aims to establish clear transportation investment priorities and create a regional mobility coalition that will present a strategic framework to the RTC for future planning.

At the core of the event, a Mayors' Roundtable will lay the groundwork for this shared vision by assessing how local communities currently utilize transit, evaluating successful mobility strategies, and aligning future infrastructure with emerging economic growth corridors. During the event, attendees will experience the latest in vehicles and technology, showcasing innovations ranging from dynamic microtransit to autonomous vehicles.

To round out the collaborative effort, expert-led panels will tackle workforce development, emerging technologies, diversified transit funding, and regional legislative updates, ensuring our municipal partners are fully equipped to build a more connected and economically vibrant region.

Strengthening Partnerships Through Greater Transparency: DART's New Ridership Dashboards.

To foster collaborative, trust-based relationships with our service area cities, DART spent this year improving data accessibility. The foundational catalyst for this transparency initiative was the GoLink 2.0 Task Force's assessment of the on-demand mobility program which identified data sharing opportunities. During targeted listening sessions city leaders requested localized performance metrics to better understand how transit serves their communities.



The agency launched two dashboards in August 2026, making monthly ridership data publicly available for the first time. One offers a detailed view across DART's bus, light rail, commuter rail, GoLink, and paratransit services. A second provides greater detail into light rail boardings. This initial release represents the first phase of DART's efforts to provide greater transparency found on the agency's website, and information on the DART Scorecard for city officials and the public.

By understanding key performance indicators such as localized ridership trends, median wait times, and on-time performance, service area cities can engage in more informed discussions with DART about transit service needs and opportunities. These insights provide a shared foundation for data-driven planning, strengthen collaboration between DART and its member cities, and support service decisions that better reflect community needs.

Future phases will expand the DART Scorecard with additional data, features, and functionality, providing deeper insights into transit performance.

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
Objective 1A: Streamline the most critical processes first.		
Initiative 1A.1 Update procurement policy and procedures with support from new technologies	In Progress	Procurement continues to support active solicitations by continually refining exhibits and evaluating vendor exceptions to ensure compliance and successful outcomes. Updates to the Forms Macro platform have been suspended due to unsupported software and limited expertise, alternative automation solutions are being evaluated. Due to resource constraints, Contract Administrative Procedures (CAP) reviews were limited. Final CAP approval and implementation is deferred until the new Enterprise Resource Planning (ERP) system is deployed to ensure full alignment with future business processes and compliance requirements.
Initiative 1A.2 Continue to streamline the hiring process, bolster recruitment, and increase retention	In Progress	During FY26, the HR Talent and Compensation teams implemented key process improvements that enhanced hiring efficiency and strengthened workforce recruitment efforts. Hiring Official Training was streamlined from three hours to 30 minutes while maintaining compliance, and improvements to the Salary Offer phase reduced review and approval times, contributing to a faster hiring process. The team successfully hired 143 Bus Operators, including 40 in Q4, while expanding talent pipelines through university partnerships, resulting in 27 summer interns. Additionally, participation in 15 career fairs and the launch of the DART-DISD Bus Maintenance Externship Program strengthened outreach efforts and created new pathways for attracting future talent. In FY27, the HR Talent team will remain focused on targeted recruitment, strategic outreach, and process improvements to reduce time-to-fill and support workforce demands through continued collaboration with Technology and other internal stakeholders.
Initiative 1A.3 Develop an agencywide internal data and knowledge management strategy and process	In Progress	A cross-departmental working group was formed to focus on reviewing the master list of agency metrics and standardizing DART's Agency KPI data collection. A formal Data Governance Committee will convene after the final roster of data stewards is confirmed. Following a Board demonstration, public ridership dashboards officially launched on August 31 at DART.org/RiderStats, providing detailed monthly data across all transit modes by city. Staff are currently working to automate data collection from disparate sources to enhance these metrics and eventually expand the dashboards to include Paratransit services and other agency data to support enhanced transparency with the public and cities.
Objective 1B: Create new or improved processes to expedite decisions and responsiveness.		
Initiative 1B.1 Align the budget and financial planning process to ensure resources adequately support the strategic plan.	In Progress	DART's Financial Planning and Analysis (FP&A) team successfully aligned all FY27 capital and operating budget requests with agency strategic goals through structured planning and collaborative departmental meetings. This inclusive process empowers individual departments to actively shape organizational outcomes by taking ownership of their financial planning. On September 22, 2026, the DART Board approved FY27 Budget and Financial Plan which reflects these efforts and includes dedicated funding to support the six-year General Mobility Program (GMP) for eligible service area cities.

LEGEND: Not Started · In Progress · Completed

Initiatives/Actions	Status	Progress Summary
Initiative 1B.2 Monitor and update policies, procedures, and processes to reflect changing agency needs		For FY2026, the following new and revised directives were approved in FY26: » 2.10 Corporate Card Purchases (updated) » 4.08 Artificial Intelligence Directive (NEW) » 1.11 Outside Employment of Activities by Senior Management Team (updated) » 4.07 Data Governance and Classification (updated) » 6.01 DART Headquarters Parking Garage (updated) Staff continue to conduct organizational outreach and review all administrative procedures. This ongoing assessment will ensure existing policies remain current while identifying operational gaps that require the development of new directives.
Initiative 1B.3 Create a process for new ideas and proofs of concept to address challenges identified by staff		Significant progress was made on the proposed Calls for Strategic Innovation program including defined governance, standardized submission requirements, and engagement aligned with DART's priorities. Cross-departmental and leadership review informed the framework, and an idea collection platform was procured to support staff and public input. Revisions to Directive 3.07 Processing Unsolicited Offers are underway. A proof of concept directive to support potential pilots emerging from the program has also been drafted for executive review in FY27. The process will be finalized with platform launch anticipated in FY27 Q2.

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
Objective 2A: Build trust across the agency		
Initiative 2A.1 Ensure a consistent employee engagement survey process that focuses on follow-up and results		Throughout FY26, Human Resources partnered with departments across the organization to develop and implement action plans addressing feedback from the 2025 Employee Engagement Survey. A significant milestone was the formation and engagement of the Employee Engagement and Workforce Culture Working Group, which conducted a comprehensive analysis of survey results to identify opportunities for improving organizational culture and employee engagement. The insights gathered are being translated into actionable recommendations for executive leadership and will be documented in a comprehensive white paper to support future strategic planning. These efforts have established a data-driven foundation for strengthening workforce culture, enhancing employee engagement, and improving organizational effectiveness in FY27.
Initiative 2A.2 Redesign internal communications to ensure timely access to key information and to improve engagement		Throughout the year, efforts were focused on strengthening the foundation for internal communications by reassessing cross-departmental collaboration, improving communications processes, and expanding employee awareness and engagement. Significant progress was made in establishing more consistent communications tools and channels, while work continues to formalize coordination, measurement, and reporting across departments. The team established a stronger operational foundation for internal communications, with several tangible improvements completed, including the communications intake system, InfoStation maintenance and auditing, the We Are DART facility-wide branding rollout, and expanded support for employee and cultural engagement initiatives through ongoing training and workshops focused on civility, empathy, cultural competence, and inclusion. The next phase of work is focused on formalizing cross-departmental coordination and establishing consistent performance measurement to evaluate effectiveness and guide future improvements

LEGEND: ○ Not Started ◒ In Progress ● Completed

Initiatives/Actions	Status	Progress Summary
Initiative 2A.3 Demonstrate consistent support for operators and front-line staff		Active support of our frontline workforce is being done through targeted engagement, enhanced safety, and leadership responsiveness across all groups. To foster inclusion and recognition, EEO & Cultural Engagement elevated employees as ambassadors, provided FIFA World Cup cultural training, and hosted well-received facility events, with plans to expand reach across all shifts and locations. The Police Department strengthened frontline safety and well-being by increasing officer and security visibility on transit routes, hosting open forums with the Chief, and supplying essential provisions during high-volume special events. Additionally, Vehicle Maintenance leadership conducts direct site visits, incorporates employee input to refine shop practices, reclassifies positions to resolve staffing gaps, and acts quickly on equipment safety concerns. Together, these examples of cross-departmental efforts ensure frontline staff feel heard, protected, and equipped to perform their duties safely and effectively.
Initiative 2A.4 Celebrate employees' successes and contributions		In FY26, DART strengthened its culture of employee recognition by honoring exceptional performance and service across the organization. Twenty-three employees received individual Excellence in Service recognition, while more than 400 employees were recognized by executive leadership for outstanding team contributions, demonstrating the depth of talent and commitment across the agency. Additionally, 593 employees were recognized through the Legacy in Motion Service Awards Program for their years of dedicated service, reinforcing DART's commitment to celebrating employee contributions and fostering engagement. These recognition efforts will continue in FY27 and will help to promote a culture of appreciation, accountability, and excellence throughout the workforce.
Objective 2B: Foster greater collaboration among departments		
Initiative 2B.1 Develop a job shadowing program to increase connections across departments		As part of the agency's continuous commitment to professional development, the new cross-departmental Job Shadowing program is set to launch in FY27. The foundational charter, executive briefing materials, and operational approvals across three pilot departments have been secured. Comprehensive recruitment and internal promotional campaigns are staged to support an initial Q1 FY27 cohort of ten participating employees. This initiative is intended to add a valuable experiential learning component to our growing portfolio of career advancement opportunities.
Initiative 2B.2 Increase opportunities for social and professional networking to build relationships and enhance knowledge sharing		During FY26, cultural engagement initiatives successfully strengthened workforce connection and inclusion across frontline and administrative departments, including Bus and Rail Operations, Police, and Fare Enforcement. Key programs such as First Fridays networking events, diverse heritage celebrations, and highly rated interactive workshops provided meaningful opportunities for cross-functional team building and cultural learning. These shared, hands-on experiences reinforced the profound value employees place on collaborative activities that foster a strong sense of belonging. Building on this momentum in FY27, the EEO & Cultural Engagement team will strategically expand programming across all shifts with a specific focus on less-traveled operational facilities. This deliberate expansion will maximize participation, deepen workplace inclusion, and ensure equitable access to cultural engagement programs across the entire agency.
Initiative 2B.3 Establish department and project charters to define roles and desired outcomes from agency initiatives		Staff is conducting comprehensive outreach to assess how individual departments currently capture project charter data. Following this organizational assessment, a universal project charter template will be developed and implemented across all departments. This standardized framework will provide clear guidance for project initiation by requiring teams to define strategic goals, establish roles and responsibilities, and determine precise project scopes upfront. Ultimately, unifying the chartering process will enhance cross-functional alignment, streamline early planning phases, and consistently drive more successful project outcomes.

LEGEND: Not Started | In Progress | Completed

Initiatives/Actions	Status	Progress Summary
Initiative 2B.4 Structure agency leadership teams and meetings to support strategic goals	In Progress	In FY26, DART's leadership structure continued with the Leadership Roundtable and quarterly Senior Management Team (SMT) meetings to ensure alignment on key efforts and strategic direction. In additional to regular department-level meetings and several cross-departmental groups (Strategy Collaboration, Capital Project, Customer Experience), interim leadership established six working groups to support strategic priorities: evaluating potential GoLink 2.0 changes, balancing the budget, growing ridership, assessing capital projects over the next 24 months, addressing employee engagement and workforce culture survey findings, and strengthening safety and security. Overall agency leadership structure and meeting cadence will be reassessed in FY27 based on incoming President & CEO direction.
Objective 2C: Create an environment where employees can be successful		
Initiative 2C.1 Regularly communicate the strategic vision, goals, and values in this plan	In Progress	DART sustained strategic plan awareness by integrating core messaging across key communications and installing dedicated collateral in high-traffic workspaces across the agency. We also established foundational milestones by embedding strategic goals into employee onboarding and engagement programs. By utilizing multiple channels and venues, staff successfully strengthened internal alignment and kept these core values top-of-mind to help set their daily work intentions. Looking ahead, we will focus on sharing real-world operational stories with staff to draw deeper connections between daily work and DART's overarching mission.
Initiative 2C.2 Develop and conduct training that grows agency knowledge, professional pride, and customer service skills	In Progress	During FY26, the agency significantly enhanced its onboarding process by expanding the New Employee Experience into a comprehensive two-day orientation designed to immerse new hires in DART's culture. To further support continuous professional growth, the agency delivered targeted educational programs, such as the Career Development Series, to actively promote internal mobility and career advancement. Additionally, DART successfully rolled out its foundational culture training, "Unlocking Our Potential, Together," to 1,483 employees across nine distinct departments, achieving an outstanding 4.9/5 satisfaction rating. Building on this strong momentum, the agency also intensified its focus on delivering key elements of the #IamDART Culture Project through the strategic execution of targeted enterprise-wide action items.
Initiative 2C.3 Develop focused leadership training to enhance contribution management	In Progress	The agency made significant strategic investments to expand its leadership pipeline, accelerate career advancement, and strengthen overall organizational readiness. The Mid-Manager Academy's inaugural cohort graduated 20 managers who continue to participate in monthly coaching, with a second cohort of 20 leaders already registered. Across the enterprise, 360 personnel engaged in comprehensive executive, departmental, and external training programs, driving 35 internal promotions and cultivating a stronger, more accountable leadership bench positioned to meet future agency needs. A new Supervisor Development Path offering valuable experience credit will also be available in FY27.
Initiative 2C.4 Develop and implement a plan to update and modernize workforce facilities	In Progress	The agency is advancing initiatives outlined in the Bus and Rail Operating Facilities Master Plan, including finalizing the scope of work for a new Non-Revenue Vehicle (NRV) shop at the Senate Street site and advancing it into active procurement. Concurrently, staff completed the comprehensive scope of work for the Northwest Bus Operations and Maintenance Facility, elements of which have been submitted for grant funding. Furthermore, the Early Works Package for the rail operating facilities has been moved into the solicitation phase. To ensure optimal infrastructure alignment with future demands, subsequent rail facility planning has been strategically paused pending the finalization of the new Light Rail Vehicle (LRV) specifications which is in active procurement. Lastly, the HQ light renovation project is ready to proceed pending approval and direction from the incoming President & CEO.

LEGEND: Not Started | In Progress | Completed

Initiatives/Actions	Status	Progress Summary
Objective 2D: Cultivate opportunities for employee growth and discovery		
Initiative 2D.1 Provide enhanced project management training	In Progress	The Project Management Professional (PMP) certification bootcamp successfully delivered 18 of 40 planned training sessions to 22 employees, providing 36 hours of project management instruction and establishing a strong foundation for PMP certification preparation. This multi-year program has enhanced project management knowledge, standardized practices, and strengthened professional development opportunities across the agency. In FY27, the remaining 22 sessions will be completed, with continued focus on preparing participants for PMP certification and reinforcing project management best practices.
Initiative 2D.2 Formalize the process for DART employees to solve challenges	In Progress	DART developed a structured process for employees to submit ideas and help solve agency challenges. The framework defines how ideas will be reviewed, evaluated, and advanced toward implementation, with governance and evaluation criteria aligned with the strategic plan and, where applicable, the annual capital budget cycle. The framework was reviewed with key departments, and the Ideawake platform is now ready for use. Pending leadership approval, a pilot with a subset of departments is planned for Q2 FY27 to evaluate the process and platform before broader rollout.
Initiative 2D.3 Strengthen DART's connections to the communities we serve through employee engagement and volunteerism	In Progress	Building meaningful partnerships with local civic and nonprofit organizations, cultural institutions, and community leaders is a cornerstone of our approach. Through active outreach and dialogue, we seek to understand and address the unique needs of our diverse ridership and the communities in which they live, work and play. This collaborative process informs the development of culturally relevant services and outreach initiatives designed to enhance accessibility and equity. Planning is underway to re-establish a formalized employee volunteerism program, with a targeted launch in Q2 FY27. The program will provide meaningful avenues for employees to directly connect with and serve our local communities.

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
Objective 3A: Ensure customers always feel secure on DART		
Initiative 3A.1 Develop a progressive and innovative security strategy	Completed	A comprehensive Security Strategy was developed in 2024. Security continues to be a priority with initiatives being advanced in several areas. The Board Chair established a Special Board Committee on Safety & Security in September 2026 which will evaluate several issues to guide future FY27 efforts and security strategy updates. This includes evaluation of a closed system. An interim effort presented in September 2026 and to be implemented in Q1 FY27 is a 90-day demonstration called "Operation Access" to reduce fare evasion and stress compliance with the code of conduct.
Initiative 3A.2 Build upon current collaboration with cities and partner organizations to enhance outreach and support for vulnerable populations on the system	In Progress	The Multi-Disciplinary Response Team (MDRT) program continued through FY26 under an interlocal agreement with Parkland Health, which provided mental health clinicians for the program. Following a open solicitation process, the Board authorized a two-year agreement in September 2026 to continue the program with Parkland through FY28. DART Police expanded its engagement efforts with service-area cities and service agencies to educate city police and leadership about the program. DART also improved public-facing signage at transit facilities and updated print and online collateral that provides key information on housing, mental health, transportation, and substance abuse assistance resources across the region.

LEGEND: Not Started · In Progress · Completed

Initiatives/Actions	Status	Progress Summary
Initiative 3A.3 Revise, communicate, and enforce the rider code of conduct to enhance public care of the system		DART made significant progress toward revising the Rider Code of Conduct to enhance public care and safety across the system. Staff conducted extensive internal and community outreach with DART Police Department representatives, rail and bus operators, advisory, and advocacy groups to gather feedback and identify key operational challenges. Building on peer agency reviews and data analysis, draft revisions were developed to reflect current system needs and align cross-departmental standards. Looking ahead to the coming year, staff will complete redlining and internal reviews before advancing proposed recommendations to the DART Board for formal approval. This will be followed by a creative campaign to encourage a culture of compliance.
Initiative 3A.4 Evaluate and implement facility improvements that deter crime		Staff integrated Crime Prevention Through Environmental Design (CPTED) checklist requirements and collaborated with Safety, Maintenance, and Police on the design of the Cityplace/Uptown Station modernization project to strengthen safety, security, and customer experience. Future work at Parker Road, West End, Cockrell Hill, JB Jackson, Jr. and Addison transit facilities will incorporate safety and security recommendations outlined in updated Transit Facilities Design Guidelines. Evaluation and feasibility review efforts for a potential closed system project will be informed by upcoming efforts in FY27 to outline improvements to further deter crime across the system.
Objective 3B: Create a culture of customer service and employee pride around the DART brand		
Initiative 3B.1 Expand the development, publication, and monitoring of metrics for service quality and customer advocacy		FY26 efforts focused on inventorying existing agency data sources to establish a comprehensive foundation for monitoring service quality and customer sentiment. While staff resource constraints have slowed full data integration, foundational steps were taken to capture regular, actionable feedback beyond traditional customer satisfaction surveys. Key initiatives initiated include engaging senior management in frontline service delivery reviews and gathering real-time intercept feedback directly through customer-facing teams. Moving forward, work will continue to align these data streams to provide a more holistic, consistent view of the rider experience.
Initiative 3B.2 Create and implement a program for external and internal groups to conduct regular, documented customer experience audits		Staff completed peer reviews, established technical requirements, and designed standardized field evaluation tools. Working in partnership with Technology, staff is digitizing these evaluations into a mobile format to allow DART staff to conduct field reviews on facilities and service delivery. In the coming year, quarterly field audits will become a regular practice for the Senior Management Team, with future phases expanding system evaluation opportunities agency-wide to all DART employees.
Initiative 3B.3 Introduce new technologies to enhance the customer experience		New technology has been implemented or enhanced across our core customer touchpoints: while on the way, at our facilities, and on our vehicles. We have made improvements with our GoPass app with real-time tracking, expanded payment features, and increasing the frequency of proactive service disruption alerts. We have completed installation of TVMs on our platforms, and are in process of installing new cameras and PIDs. Our new vehicles are equipped with improved onboard surveillance and diagnostic tools that improve reliability. Staff is continuously identifying additional opportunities to integrate technology to support customer experience at all stages of the journey.

LEGEND: Not Started | In Progress | Completed

Initiatives/Actions	Status	Progress Summary
Objective 3C: Ensure operational reliability, safety, and quality through state of good repair and modernization		
Initiative 3C.1 Develop and implement a comprehensive strategy to bring the system into a state of good repair	●	This effort was completed in FY26 and projects are advancing through the 5-year Capital Improvement Program (CIP).
Initiative 3C.2 Advance modernization efforts that support a best-in-class system for customers and employees	◒	Key milestones achieved through the Transform Program include deploying 258 new buses into active service and advancing the Light Rail Vehicle (LRV) procurement toward an anticipated Summer 2027 contract award. Concurrently, critical infrastructure enhancements progressed on schedule, including steady advancements across system-wide resiliency initiatives, unified signal system solicitations, and Passenger Information Display Systems (PIDS) plan reviews and construction. Upgrades to operational facilities also moved forward with the execution of Early Works Packages for CROF and NWROF shop improvements, alongside restructured design scopes to accommodate future LRV assembly requirements. Finally, the agency reached the 65% design milestone for stations, including general contractor negotiations finalized for Board approval in October 2026.
Initiative 3C.3 Ensure accurate inventories to avoid service disruptions	◒	Demonstrating a commitment to high operational standards, the agency concluded the fiscal year with a 95.4% inventory accuracy rate, steadily advancing toward the established 96% enterprise goal. Staff successfully implemented targeted operational enhancements and stringent inventory control measures across all warehouse locations to optimize material management. The comprehensive warehouse barcoding initiative reached ~98% of inventory bins now successfully labeled. These efforts have substantially improved enterprise inventory visibility, operational accountability, and overall supply chain efficiency. The agency anticipates achieving full completion of the warehouse bin labeling by Q2 FY27.
Initiative 3C.4 Build a proactive safety culture	◒	Agency Safety and Compliance successfully completed mandated regulatory deliverables while proactively strengthening the enterprise-wide safety culture. Through targeted presentations and broad engagement, the agency reinforced the critical importance of safety leadership, individual accountability, and every employee's direct impact on organizational safety performance. The FY26 Safety Culture Survey achieved a 117% increase in participation compared to the previous year. The insights gathered from this enterprise survey will establish key focus areas to guide and elevate safety initiatives throughout FY27.
Objective 3D: Enhance customer engagement to develop partners for life		
Initiative 3D.1 Create and advance a customer experience plan	◒	Staff developed a three-year CX roadmap focused on understanding customer pain points, fostering a customer-centric culture, and delivering high-impact solutions. The cross-functional CX Collaboration Team met regularly throughout the year to align agency initiatives and drive key priorities. Operationally, staff successfully advanced an ambassador program during FIFA and began embedding foundational CX competencies into new hire orientation. With the 2026 Customer Satisfaction Survey completed in Q3, findings will directly inform concrete action items to advance the overarching CX work program.
Initiative 3D.2 Use crowdsourcing to support issue resolution	◒	DART data mining efforts explored how AlphaVu's customer sentiment and complaint data, alongside the customer relationship management system, could support crowdsourced issue identification and resolution. The initiative was assigned to the EnoMAX group as a capstone project for further assessment. The findings will inform the initiative's scope and next steps.

LEGEND: ○ Not Started ◒ In Progress ● Completed

Initiatives/Actions	Status	Progress Summary
Initiative 3D.3 Recognize and reward frequent riders who exemplify the code of conduct	○	This initiative will progress in FY27 and will not be tied to the code of conduct. Rather, it will be geared towards encouraging users to try new modes of transit, while also encouraging lapsed riders to return.



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
Objective 4A: Use the 10x10 frame of reference for service planning with consideration of a balanced approach and route performance measures		
Initiative 4A.1 Continue to advance service improvements informed by customer input and city priorities	◒	FY26 included target service adjustments that eliminated duplicative or underperforming routes and added Silver Line service. These changes were informed by significant rider and city input. DART also worked towards implementation of expanded GoLink zones in Plano in October 2026, and worked with Addison on a one-year funding agreement for their Addison Orbit service subject to Board approval in October 2026, which can inform the GoLink 2.0 effort. Staff are proactively evaluating potential service changes to be considered in FY27 in advance of the FY28 budget, and developing options that can minimize service disruptions and sustain ridership growth.
Initiative 4A.2 Determine appropriate ongoing applications for GoLink microtransit as a tool for mobility and access	◒	GoLink ridership continued to rise in FY26, and the board approved GoLink Rider Policy was successful at curtailing no-shows, repeated cancellations, and excessive daily use. The new GoLink 2.0 task force is evaluating evolution of the service. As part of the effort, DART met with city leadership to develop recommendations for a new mobility model, which could include a core microtransit model with enhanced options that address the unique needs and priorities of each city. The four Zone-to-Zone pilots have seen moderate ridership with costs per passenger slightly higher than traditional zones, which will inform efforts to establish new service standards. In FY27, staff will continue to collaborate with cities on innovative approaches, while seeking to increase ridership and manage costs.
Initiative 4A.3 Integrate mobility options to enhance access and coverage	◒	Mobility Hub guidelines are informing planning efforts at the Deep Ellum, Lawnview, and UTD stations, the latter of which is supported by a a federal grant. Projects are at the 65% design review phase, focusing on improving multimodal connectivity, wayfinding, accessibility, and the overall customer experience. Staff continue to collaborate with city partners, community organizations, and regional stakeholders to advance improvements that support seamless transportation connections and enhanced customer amenities.
Objective 4B: Collaborate with partners to create coordinated, seamless, end-to-end trip experiences		
Initiative 4B.1 Coordinate with transit partners to enhance interface and connectivity	◒	A contract extension with the City of McKinney was executed, sustaining the McKinney Urban Transit District (MUTD) partnership through December 31, 2027 via the DART Mobility Services Local Government Corporation (LGC). DCTA and DART continued coordination on proposed A-Train extension to Downtown Carrollton and executed a license agreement for access by DCTA-operated microtransit in Frisco to connect with DART in Plano. In addition, license agreements were executed with cities to accommodate seamless interface with contracted local services at DART facilities. STAR Transit coordination is ongoing to facilitate access for transfers at several locations as well, consistent with DART policy for access by non-DART services.

LEGEND: ○ Not Started ◒ In Progress ● Completed

Initiatives/Actions	Status	Progress Summary
Initiative 4B.2 Collaborate with cities to create and implement better access to transit		In FY26, Area Plans were completed for Dallas, Farmers Branch, University Park and Highland Park. Biannual check-ins with Addison, Carrollton, Cockrell Hill, Garland, Richardson, University Park and Rowlett were also completed. Area Plan discussions are currently underway with Irving. DART will continue to facilitate regular city engagements to monitor the progress of identified Area Plan opportunities and ensure long-term alignment with local development priorities and DART's ongoing initiatives. Many cities are also using funds from DART revenue-sharing programs to advance sidewalk, intersection, and street improvements to enhance safety and access.
Initiative 4B.3 Work with other agencies to prioritize transit operations within public rights-of-way		Planning level cost estimates have been developed for implementation of CORE tools that enhance speed and reliability along downtown corridors and segments along the core frequent routes.
Initiative 4B.4 Implement simplified fare policy, structure and enhanced payment options.		DART implemented a simplified fare structure beginning March 1, 2026, including reduced regional fares and elimination of some fares. In addition, to support the unprecedented influx of international and domestic riders during the 2026 FIFA World Cup, customized, event-specific fare products were also introduced and promoted to ensure seamless regional mobility. Customer feedback indicates the streamlined fare options were highly beneficial to customers.
Objective 4C: Enhance customer information and wayfinding		
Initiative 4C.1 Provide real-time information on vehicles and at bus stops, transit facilities, and rail stations		In FY26, 60 new NextGen shelters with real-time information were installed across the service area, with their performance actively being monitored by staff. With Board approval of a 5-year Amenities contract, more shelters will be rolled out over the next several years. Passenger Information Display Systems (PIDS) design and construction continue to progress across the system. To ensure timely delivery across the network, the project contractor strategically reorganized administrative and construction personnel, revised the overall contract schedule, and streamlined the design document completion process. These adjustments are projected to yield 12 to 16 design packages for approval in early FY27, subsequently enabling construction activity to commence at a similar number of stations.
Initiative 4C.2 Review and update information and signage at transit facilities and rail stations		To continuously improve passenger navigation, comprehensive updates to system maps and timetables are nearing completion and will be finalized by the end of the calendar year. These updated navigation tools will be incorporated during the upcoming March 2027 service change. Concurrently, staff are actively evaluating strategies to integrate core wayfinding recommendations from the recent Visual Experience Redesign study into future capital infrastructure projects. Over the next year, the agency will initiate a phased, system-wide replacement of all maps and wayfinding collateral across its physical assets to deliver a cohesive, seamless, and intuitive customer journey.
Initiative 4C.3 Review and update incident management procedures and customer communication protocols		To ensure the delivery of accurate, timely, and accessible public information, the agency dedicated significant efforts to strengthening its crisis, media, and rider communication frameworks. As part of this foundational enhancement, staff successfully finalized comprehensive updates to the enterprise Crisis Communication and Media Standard Operating Procedures (SOPs). Additionally, a thorough audit of DART.org was completed, paving the way for targeted digital improvements designed to optimize the online customer experience. Moving forward, the agency remains focused on executing these website enhancements while strategically expanding Operations Communications Liason (OCL) staffing and capabilities to maintain resilient, highly responsive communication channels.

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
Objective 5A: Maximize the value and use of DART property assets		
Initiative 5A.1 Modernize and simplify real estate procedures to set expectations and create uniformity for use of DART property	In Progress	The agency updated its License Fee Schedule, Real Estate & Economic Development agreement templates for uniformity (license, CROEs, dual corridor) and advanced a comprehensive real estate and railroad management SOP in FY26. Staff also continued disposition of excess properties identified in FY25, successfully closing on three parcels while expanding marketing and open house events for the remaining eight. The agency also upgraded the internal DARTSpace platform to improve document review workflows and digitize track scheduling. Additionally, digital mapping tools were expanded to better manage right-of-way maintenance, excess land, and routine property inspections. A proactive six-week inspection cycle was implemented for contracted properties, ensuring maintenance issues are resolved quickly before complaints arise.
Initiative 5A.2 Inventory all property assets to identify key opportunities for improvement, advancement, or development.	Completed	Complete with update to DART Board in Q1 FY26.
Initiative 5A.3 Collaborate with city partners to plan and design initiatives aligned with city quality of life and development goals	In Progress	This effort continues with all cities, primarily through Area Plan coordination, project specific efforts, economic development planning and collaboration on projects for revenue sharing programs. DART will continue to facilitate regular city engagements to monitor the progress of identified Area Plan opportunities and ensure long-term alignment with local development priorities and DART's ongoing initiatives.
Objective 5B: Create appealing and engaging spaces for riders and communities to enjoy		
Initiative 5B.1 Reduce and repurpose parking to activate space and enhance accessibility	In Progress	Three projects are currently under construction. Palladium at Buckner Station will start leasing in early 2027. The 500-car underground DART customer garage at SMU/Mockingbird station will be complete in March 2027, with the multifamily on the north parking lot completing soon after. Integral (developer) has completed EVIVA at Trinity Mills and is planning future construction. The selected developer at Addison Station is continuing predevelopment work for a mixed-use development. Negotiations with the selected developer at Lake Ray Hubbard Transit Center are continuing. The City of Richardson has put Arapaho Center Station on hold pending market conditions. Staff completed an RFQ/C document for Westmoreland Station and will release it in early FY27.
Initiative 5B.2 Enhance bus stops through better amenities, design, and integration into city streetscapes	In Progress	Amenities deliveries under the new contract began in September, including NextGen shelters, 35 steel benches and 65 modernized trash receptacles, with recurring monthly orders expected to support ongoing system upgrades. To strategically guide future deployments, contractors completed 100 site audits and are actively developing corresponding site designs, ensuring the next phase of new shelter and amenity installations can commence in Q1 FY27. Coordination with both cities and developers is ongoing to promote seamless integration into streetscapes.

LEGEND: Not Started | In Progress | Completed

Initiatives/Actions	Status	Progress Summary
Initiative 5B.3 Transform existing transit facilities into community assets with amenities and services that are responsive to local needs	In Progress	The agency successfully finalized its comprehensive Transit Center Modernization Guidelines in FY26. Leveraging these newly established standards, staff have initiated planning to modernize transit centers with priority projects associated with TOD initiatives at Lake Ray Hubbard Transit Center and Addison Station. As a core requirement of these TOD partnerships, the selected developers will seamlessly integrate complete transit center redesigns into their broader TOD master plans, fostering vibrant and accessible multimodal community hubs. Coordination is also underway to right-size the Jack Hatchell Transit Center as part of a proposed real estate transaction with Plano.



Goal 6: Strategic Relationships

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

Initiatives/Actions	Status	Progress Summary
Objective 6A: Build trusting relationships with partners that can help DART accelerate progress toward Point B		
Initiative 6A.1 Refine DART's approach to agency and city relationships	In Progress	Throughout the year, executive staff met extensively with city leadership across the service area to review strategic priorities and advance mutual objectives. To ensure continued transparency and foster strong local partnerships, the agency provided regular, targeted communications through city council briefings and meetings detailing city-specific transit initiatives and broader agency updates. Building on this collaborative foundation, staff is planning a new series of quarterly meetings with staff in government relations and public relations. With many cities desiring more transparency in data sharing, DART established city specific ridership dashboards and has initiated real-time GoLink dashboards with city-specific credentials.
Initiative 6A.2 Align external communications to promote DART's strategic vision and goals	In Progress	External communications efforts focused on consistently reinforcing DART's mission, vision, and strategic goals across media relations, press releases, social media, digital platforms, and rider-focused initiatives. Progress included expanding proactive storytelling, promoting major agency priorities, and creating new opportunities to demonstrate DART's value to riders, visitors, and the broader community through a value of DART campaign and active messaging. The first Point B Annual Report was widely distributed via mail and on-line in Q1 FY26, and positive FIFA communications reinforced DART's role as a strategic regional asset. Moving forward, efforts will focus on more proactive public relations planning and innovative storytelling and engagements that demonstrates DART's value to riders and the region.
Initiative 6A.3 Leverage business relationships to advance DART's role as a strategic economic asset	In Progress	DART Community Relations completed a review of all chamber relationships to grow our partnership and interaction with the business community. To further deepen engagement with the regional business community, DART has developed a framework for a future business advisory group that can serve as a structured feedback mechanism, meeting periodically to provide insight on how transit services affect workforce mobility, customer experience, economic development, and access to employment centers, while strengthening business advocacy and promoting DART's role in regional competitiveness.
Initiative 6A.4 Build and expand DART's network of supporters and advocates	In Progress	DART will launch quarterly collaboration meetings with Public Information Officers (PIOs) and communications staff from partner cities starting in Q1 FY27. These recurring forums will equip local professionals with critical updates regarding major service adjustments, safety initiatives, ridership trends, and upcoming capital projects. By facilitating regular dialogue, participating agencies can proactively share effective communication strategies and align public messaging surrounding broader regional mobility initiatives. The meetings will also establish a streamlined framework for coordinating unified public responses during unexpected service disruptions or large-scale events. Ultimately, this collaborative effort will cultivate a robust network of trusted local voices capable of seamlessly amplifying accurate, timely transit information directly to their respective communities.

LEGEND: Not Started | In Progress | Completed

Initiatives/Actions	Status	Progress Summary
Objective 6B: Consider long-term changes to improve outcomes		
Initiative 6B.1 Collaborate with regional partners on long-term governance changes to benefit transit		With the support of the North Texas Commission and NCTCOG, a series of City/DART working group meetings were held to discuss issues related to governance, funding, and service and outline specific actions to advance recommendations. Building on prior city discussions in FY25, the cities agreed to a new governance structure based on each city having at least one representative with additional members and voting share based on population brackets, and with no one city having majority representation. The City of Dallas agreed to a 45% share with seven members of a new 21 member board. Draft legislation has been created to advance a bill in the 90th legislative session. DART included the governance change in our legislative priorities in September 2026, and cities are in the process of incorporating the recommendation into their own legislative agendas.
Initiative 6B.2 Collaborate with regional partners on long-term funding options to support regional growth and community mobility		During the working group meetings noted above, funding and service equity were also key discussion areas. While the RTC Transit 2.0 report outlines several opportunities for new funding and regional transit expansion, six DART cities called for withdrawal elections in late 2025 and early 2026 given their continued equity concerns. This led to development of a six-year General Mobility Program (GMP) agreement that would share 5% of DART sales tax revenue with cities in year one, growing to 10% in year six with 0.5% increases each year matched by RTC funds. A key element of the GMP agreement is collaboration on long-term regional funding solutions during this term. The RTC also established a Transit Vision Subcommittee in which DART regularly participates to explore potential governance and funding resolutions for future legislative sessions that can allow for regional transit growth and while supporting local revenue objectives.

LEGEND: Not Started In Progress Completed

Let’s innovate, collaborate, and shape a bolder, brighter future for North Texas mobility.



let's go.

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