

Email header: Leading Mobility: A New Strategic Plan

Introductory letter:

June 2024



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 vision, deepens organizational trust, and encourages growth.



SEAMLESS MOBILITY

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



STRATEGIC RELATIONSHIPS

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

Dear Community Partners:

I am excited to share that the [DART Board of Directors approved our 10-Year Strategic Plan goals](#) earlier this month. The plan document, entitled "[Point B: A New Vision for Mobility in North Texas](#)," is a thoughtful, forward-thinking guide for the agency's priorities over the next decade.

While the plan has evolved over the past year and a half with the input of many stakeholders, our effort started with a simple concept: create a roadmap for how to move DART from our current state, Point A, to the future vision for our agency, Point B.

The formal launch of this plan follows the celebration of DART's 40th Anniversary last year. As we reflected on what the agency has accomplished during the past 40 years, it became imperative to think about what we hope to do next.

Point B is guided by DART's new vision to be "Your first-in-mind mobility partner." From riders and employers looking to expand their transportation options to developers, cities, and chambers looking to attract new employers and investment, we want everyone to think of DART first as a strong ally in making that possible.

Our selection of the word “mobility” over “transportation” was deliberate – transportation is the act of moving people or things, but mobility is the *ability* to move them. With approximately 4 million people estimated to move to the Dallas-Fort Worth area over the next 20 years, our region must have the ability to move them where they need to go. DART has significant untapped capacity to transport more travelers efficiently, which will help alleviate road congestion and ensure the smooth movement of goods that are vital for our region’s growing population.

The Strategic Plan – much like our Transit System Plan and 20-Year Financial Plan – will evolve with the agency. We will review and update Point B at least every five years to ensure that we continue to move closer to our goals.

Future newsletters will include more information about our strategic goals and how we plan to achieve them. The [DART.org website](#) also has information regarding the plan, which we will update with progress over time.

In addition to more information on Point B, this edition of the newsletter also includes:

- A [profile of Mark Enoch](#), the longest-serving member of the DART Board.
- A [city spotlight on Rowlett](#) and DART’s impact on both citywide mobility and its historical downtown area.

Some of the work necessary to execute Point B is already underway, and this newsletter will inform and update you on these initiatives. We look forward to partnering with you to continue to cultivate DART into an economic and mobility asset for our neighborhoods and communities.

Nadine S. Lee

President & Chief Executive Officer
Dallas Area Rapid Transit
LeadingMobility@DART.org

[Short version for email](#)

Strategic Plan Will Guide Agency for the Next Decade

The DART Board of Directors approved our new 10-year Strategic Plan goals in mid-June, and we are excited to share more about our roadmap for the future.

Entitled “Point B: A New Vision for Mobility for North Texas,” the plan outlines how the agency will invest its resources for the next decade, with a near-term, five-year focus.

The title is derived from a simple premise: We want to move DART from Point A, where we are today, to Point B, where we want to be in the future. The plan’s overarching goal is to move DART from being a service that people sometimes use to a valued, strategic regional economic and mobility asset.

[Click here to learn more about the DART Strategic Plan including the agency’s new vision and mission.](#)

[Long version for DART Daily](#)

Strategic Plan Will Guide Agency for the Next Decade

By DART President & CEO Nadine S. Lee, Leading Mobility newsletter

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Focus shifts from expansion to improvement

In defining Point A, we thought a lot about what we are doing now. Unlike in the first 40 years of DART's history, we are no longer focused on expanding the rail network – that foundation-building work is done for the foreseeable future once the Silver Line opens. Now DART is focused on improving the rider experience; modernizing systems, vehicles, and facilities; expanding service coverage and frequency; and making transit more valuable to the communities we serve.

Specifically, the agency is improving the security, cleanliness, and reliability of our system. These are areas our customers told us need the most work, in part due to challenges that came out of the pandemic. In the future, I believe our agency will be so adept at driving these activities that they will become a part of our operational DNA.

A new vision and mission anchor plan

Our future Point B is anchored by and reflected in a new guiding vision statement for the agency:

Your first-in-mind mobility partner.

This conveys our hope that riders, cities, businesses, and stakeholder organizations will think of DART first when they are planning how to move people throughout the region. The phrase “mobility partner” reflects our aspirational goal to be the preferred provider of quality transportation options.

In practice, achieving that vision means that residents, city leaders, and employers are proud to have the DART System in North Texas. Our employees are proud to work for DART. And people choose to live, work, and play in areas served by DART, thinking of DART first when they need to go someplace.

The agency also updated DART's mission statement to better define what we do every day – and what we strive to do:

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

Our goal is that more people will use and rely on DART because our services are so easily accessible, useful, attractive, and convenient that travelers prefer to take DART to get to their destinations. In the same vision, DART's cities and partners will see DART as so essential that they actively look for ways to leverage transit as a catalyst for the economic, mobility, and quality of life goals that they are trying to achieve.

The mission statement further gives us the criteria by which we evaluate the effectiveness of our activities. As we assess every service, project, or initiative, we will ask:

- Does this help create a best-in-class mobility experience?
- Does this help people and communities connect and flourish?

If we cannot say “yes” to both of those questions, then we must reevaluate our plans for allocating our resources. Together, we hope that these two powerful statements will bring direction to both our day-to-day efforts and our long-term endeavors.

Outreach will cultivate our strategic relationships

Over the next year, we will use a variety of communications tactics to raise awareness of the Point B Strategic Plan with officials and staff at DART Service Area cities, key stakeholders, employees, customers, and community partners. This newsletter is one of those channels, and I plan to share more about each of the six strategic goals and the objectives and initiatives that will help us accomplish them.

As more elements from Point B are ready to share, we will update the DART.org website. To start, you can read the “Letter from the President & CEO” and the Executive Summary online now at [DART.org/StrategicPlan](https://www.dart.org/StrategicPlan).

[Short version for email](#)

DART Board Director Spotlight – Mark Enoch

Mark Enoch was first appointed to the DART Board of Directors in 1997 and today represents the cities of Rowlett, Garland, and Glenn Heights. At 27 years of service, he is the longest tenured member of the Board.

As a former member of the Rowlett City Council and mayor of Rowlett, Mark is well-equipped to represent the needs and interests of the suburban cities in the DART Service Area.

[Click here to learn more about Director Enoch and his motivation for serving on the DART Board.](#)

[Long version for DART Daily](#)

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As a former member of the Rowlett Park Board, Rowlett City Council, and as mayor of Rowlett, Mark is well-equipped to represent the needs and interests of the suburban cities in the DART Service Area. He shared that he has a strong belief in community service, so when Rowlett's mayor asked him to serve on the DART Board, he gladly accepted.

Mark served as Chair of the DART Board from 2005-2007. Currently, he is the chair of the Administration subcommittee of the Committee of the Whole, chair of the Board Administrator search committee, and a member of the Audit committee. I asked Mark what has motivated him to serve on the DART Board for so long. He said,

“Our region is growing rapidly, and soon we will be unable to build enough roads to handle the travel that will be necessary for people to get around. When – not if – that happens, transit will become necessary for many more people who do not currently use it. We must be ready for that shift from clogged roads and endless delays to rail, buses, and new types of vehicles. We need the infrastructure now to meet those future needs.

I love my work on the DART Board because we are improving the lives of our current residents as well as those who will be here long after.”

DART has evolved a lot in the past 27 years, so I asked Mark what changes stood out for him, and what he still hopes to accomplish. He responded,

“Not only has DART’s equipment evolved from diesel buses to more environmentally friendly CNG buses, for example, but its focus has evolved as well. For years we were primarily focused on constructing light rail lines quickly and within budget. Once that was successfully accomplished, our focus then shifted to operating that system efficiently and improving our riders’ experience.

I hope to help maintain and enhance trust in DART to ensure continued funding for the important work we do and will do for our region.”

Professionally, Mark is an attorney with the firm Glast, Phillips & Murray, P.C. He is board certified in the field of civil trial law by the Texas Board of Legal Specialization. He holds a Bachelor of Arts, Master of Business Administration, and a Juris Doctor, all from Southern Methodist University.

We appreciate Mark’s longevity on the DART Board and institutional knowledge and sound advice that helps us understand the history and thought process behind past board decisions.

Short version for email

City Spotlight – Rowlett

Each month, we will spotlight a city in the DART Service Area and the service that DART provides.

Residents and city leaders in Rowlett had the foresight to join DART in 1983 at the agency's beginning, knowing that bus service – and eventually light rail – would connect their primarily residential community to neighboring Garland, nearby Dallas, and beyond.

Downtown Rowlett Station has been a catalyst for the revitalization of the city's historical Main Street district over the past decade, attracting new and bolstering existing businesses. The city has done their part by investing in infrastructure such as wider sidewalks, lighting, and landscaping to beautify the downtown area, while also hosting a robust series of special events.

[Click here to learn more about DART's service and impact in the City of Rowlett.](#)

City Spotlight – Rowlett

By Leading Mobility newsletter



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Rowlett is home to nearly 68,000 residents and is nestled on the shores of Lake Ray Hubbard in far east Dallas County and a portion of west Rockwall County. Just 20 minutes east of downtown Dallas, Rowlett boasts over 30 miles of shoreline, making it one of only a handful of communities in the region offering this type of lakeside living.

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DART opened the Rowlett Park & Ride and launched DART On-Call service (GoLink's predecessor) in May 2000. The park-and-ride facility was transformed when Downtown Rowlett Station opened on the Blue Line in 2012. Today, the [Rowlett GoLink zone](#), which covers most of the city, has the second highest ridership in the system. A new [Eastern GoLink zone-to-zone pilot](#), which connects the Rowlett and Southeast Garland zones, is also performing well.

The city and DART partner to maintain [resident reserved parking](#) at the DART station to ensure that residents of Rowlett and other service area cities get to park closest to the platform. The

[Rowlett Parks and Recreation Department promotes riding DART](#) by offering residents age 60+ up to 15 free day passes per month.

In Q2 FY 2024, Rowlett had:

- 5,392 passenger trips in the Rowlett GoLink zone.
- 79,372 boardings from Downtown Rowlett Station.

Downtown Rowlett Station has been a catalyst for the revitalization of the city's historical Main Street district over the past decade, attracting new and bolstering existing businesses. The city has done its part by investing in infrastructure such as wider sidewalks, lighting, and landscaping to beautify the downtown area. Rowlett also hosts a [robust series of annual special events](#) held in either the Downtown Green or Veterans Park to attract visitors to the district.

[Downtown Rowlett](#) is now home to a growing number of businesses including Bankhead Brewing Co., Barrocos Latin Cuisine, La Casita Coffee, Girlfriends Boutique, Brick & Bones Backyard, and Wisp & Willow Boutique, as well as a variety of service businesses and more are all in walking distance of the DART Station.

Several multifamily communities have opened close to the station, adding density to the downtown area. The [Village of Rowlett](#) apartments and townhomes, in the heart of Main Street, offers an urban living experience and the convenience of the Rowlett Public Library on the ground floor. The [Rowlett Station](#) and [One90 Main](#) apartment homes are also in walking distance.

Learn More: The [Realize Rowlett 2020 Comprehensive Plan](#) established a framework for new investment in Downtown Rowlett. Additionally, the city is currently finalizing its [Downtown Rowlett Strategic Plan](#), which will guide the growth, development, and improvement of their downtown for years to come.

Mark Enoch has represented Rowlett on the DART Board of Directors since 1997.

[Karen will use some of these in a photo gallery at the end of the DART Daily article]

Leading Mobility June 2024



