



FY 2024 ANNUAL BUDGET & 20-YEAR FINANCIAL PLAN

JANUARY 2024

*Adopted by the DART Board of
Directors*







FROM THE CHIEF EXECUTIVE OFFICER

As we approach our 40th anniversary, we are entering a new era for DART. We've nearly finished four decades of construction on the originally planned rail system. We've adapted our service levels to drastically different travel patterns resulting from the pandemic and already recovered almost 70% of pre-pandemic ridership. We've designed better, faster bus routes that get people where they actually want and need to go, and we're also staying flexible and closely monitoring ridership to adjust as needed.

From my first day at DART, my goal has been to design a system with our riders in mind. We want your journey to be free of delays and obstacles. We want you to feel welcome, safe, and secure. We want you to have all the information you need to ride, either at the bus stop, station, or on your device. Mostly, we want transit to be easy for you to use.

Big changes don't happen overnight, but this budget gets us closer to that goal. Last year, we focused on making DART cleaner, safer, and more reliable, launching our first-ever Clean Teams and hiring 100 specially trained Transit Security Officers to ride DART vehicles and staff transit facilities. While we plan to continue those efforts, we're also thinking beyond the basics and looking to a future in which we work closely with our cities and leverage innovative technology to build communities where people can thrive.

Some of the highlights in this year's budget are:

- Completion of a new long-term strategic plan for the agency
- Expanded bus, light rail, and GoLink service to meet increased demand from riders
- Next-generation bus shelters, benches, and lighting at bus stops
- Light rail system modernization, including upgrading the original rail signal system, new state-of-the-art trains, and universal accessibility at all platforms, funded in large part by removing D2 from the financial plan
- Closer partnerships with our cities to transform DART assets into fantastic spaces

We have a tremendous sense of optimism here at DART. We are proud of the work we have already done to serve our riders and our communities. I invite you to join us as we reflect on the successes of the past 40 years and look forward to the next 40—and beyond.

Nadine S. Lee
President & CEO



CONTENTS

How to Use This Plan	7
Executive Summary	9
Overview	10
FY 2024 Annual Budget	10
Fiscal Outlook	11
FY 2024 Key Initiatives	11
FY 2023 Highlights	21
FY 2024 Budget & Positions by Department	24
Who We Are	27
About Us	28
Board of Directors	29
Strategic Priorities	30
Our Team	31
CEO Goals	32
Our Services	33
Annual Budget	37
Overview	38
How We Budget	38
FY 2024 Annual Budget	40
› Operating	40
› Capital & Non-Operating	47
› Debt Service	47
Departments	49
20-Year Financial Plan	117
Overview	118
How We Plan	119
Risks & Opportunities	119
20-Year Financial Plan	123
› Sources of Funds	127
› Uses of Funds	134
› Supplemental Financial Information	140
Capital Improvement Program	145
Executive Summary	146
Purpose & Goals	148
Capital Project Review Process	149
Relationship to Other Plans	150
Funding Sources	151
FY 2024-FY 2028 Capital Improvement Program	152
› Program & Category Overview	153
› Agency-Wide	155
› Bus	169
› Commuter Rail	182
› Light Rail Transit	193
› Paratransit	211
› Streetcar	213
› Project Cash Flow Details	216
Appendix	231

EXHIBITS

Executive Summary

Exhibit 1: FY 2024 Annual Budget	11
Exhibit 2: LRT System Modernization Program Schedule	16
Exhibit 3: FY 2024 Operating Expenses by Department	24
Exhibit 4: FY 2024 Positions by Department	25

Annual Budget

Exhibit 5: FY 2024 Annual Budget	38
Exhibit 6: Year-over-Year Operating Expenses by Object Classification	40
Exhibit 7: FY 2024 Operating Expenses by Object Classification	40
Exhibit 8: Year-over-Year Salaries & Wages	41
Exhibit 9: FY 2024 Budgeted Full-Time Employees	42
Exhibit 10: Year-over-Year Benefits	43
Exhibit 11: Year-over-Year Services	43
Exhibit 12: Year-over-Year Materials & Supplies	44
Exhibit 13: Year-over-Year Utilities & Communications	45
Exhibit 14: Year-over-Year Purchased Transportation	46
Exhibit 15: Year-over-Year Leases, Rentals, Taxes, & Other	46
Exhibit 16: Year-over-Year Debt Service	47

20-Year Financial Plan

Exhibit 17: FY 2018-FY 2043 Federal Formula Funds Comparison	121
Exhibit 18: FY 2024-FY 2043 Sources & Uses of Cash	123
Exhibit 19: FY 2024-FY 2043 Structural Budget Balance	125
Exhibit 20: Year-over-Year Comparison of Sources & Uses of Funds	126
Exhibit 21: FY 2024-FY 2043 Distribution of Sources of Funds	127
Exhibit 22: FY 2023-FY 2043 Projected Sales Tax Receipts (Table)	128
Exhibit 23: FY 2023-FY 2043 Projected Sales Tax Receipts (Graph)	129
Exhibit 24: FY 2024-FY 2043 Projected Operating Revenues	130
Exhibit 25: FY 2024-FY 2043 Projected Fixed-Route Average Fare	131
Exhibit 26: FY 2024-FY 2043 Projected Ridership by Mode	132
Exhibit 27: FY 2024-FY 2043 Anticipated Capital Grant Funding	133
Exhibit 28: FY 2024-FY 2043 Projected Operating Expenses by Mode	135
Exhibit 29: Year-over-Year Comparison of Operating Expenses by Mode	136
Exhibit 30: Year-over-Year Comparison of Capital Expenditures by Category	137
Exhibit 31: 20-Year Capital & Non-Operating Program by Category	138
Exhibit 32: FY 2024-FY 2073 Principal & Interest Payments	139
Exhibit 33: Long-Term Debt & Commercial Paper Assumptions	140
Exhibit 34: FY 2024-FY 2043 Balance Sheet	141
Exhibit 35: Year-over-Year Comparison of Coverage Ratios (Table)	143
Exhibit 36: Year-over-Year Comparison of Coverage Ratios (Graph)	144

Appendix

Exhibit 37: Relationship of Financial Standards to Sources & Uses of Cash	235
Exhibit 38: Annual Debt Service Schedule	236
Exhibit 39: Long-Term Bond Credit Ratings	237
Exhibit 40: Weighted Average Interest Rate	238
Exhibit 41: Revenue by Fare Type	238
Exhibit 42: DART's Flow of Funds	244
Exhibit 43: 10-Year Total Sales Tax Collections	244
Exhibit 44: Sales Tax Collections from Inception by City	244
Exhibit 45: Ridership by Mode	245
Exhibit 46: Farebox Recovery Ratio by Mode	246
Exhibit 47: Subsidy per Passenger by Mode	247
Exhibit 48: Percent of Sales Tax Used for Operating Expenses	247

HOW TO USE THIS PLAN

This document contains the adopted Annual Budget for Fiscal Year (FY) 2024, which runs from October 1, 2023, through September 30, 2024, as well as the FY 2024 20-Year Financial Plan. The report provides the DART Board of Directors, customers, residents, elected officials, and other stakeholders with a comprehensive summary of the agency's plans to improve regional mobility, enhance the quality of life, and stimulate economic development, based on the Board's strategic direction.

A summary of each section is below:

The **Executive Summary** provides an overview of the annual budget and financial plan, the fiscal outlook for both, key initiatives for FY 2024, and highlights from FY 2023.

Who We Are provides an overview of the agency, the Board, our organizational structure, and the services we offer.

The **Annual Budget** outlines FY 2024 operating expenses, capital and non-operating costs, and debt service, as well as any underlying assumptions.

The **Departments** section contains an overview of each department, its FY 2024 budget and key initiatives, key performance indicators, and accomplishments from the current fiscal year.

The **20-Year Financial Plan** represents a robust long-term projection of operating revenues and other sources of funds, operating expenses, capital expenditures, and other financial information.

The **Capital Improvement Program (CIP)** is a new section that provides a five-year forecast of DART's investments in capital infrastructure and assets. The CIP will be updated annually and serve as a companion document to this report.

The **Appendix** includes additional supporting information, including financial policies and exhibits, various system maps, and selected performance data.





EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

OVERVIEW

Over the last 40 years, DART has built one of the longest light rail systems in the country, catalyzed \$16 billion in development around our stations, and connected millions of North Texans to jobs, education, entertainment, health care, and more.



After four decades of building out, last year's budget brought us back to basics—security, cleanliness, and reliability—and a focus on the experience of our current riders. This year's budget expands on those efforts with increased bus and rail service and investments in state-of-the-art vehicles, amenities, and facilities.

As we celebrate past successes, we also look to the future. DART is creating a new strategic plan that will guide us toward a world-class experience for our riders by optimizing our operations, leveraging our assets, and innovating in ways that maximize the social and economic potential of our communities and our region.

In this future vision, we will strive to make security, cleanliness, and reliability second nature to us, while we create the environment for public transit to become second nature to our customers. Fantastic DART spaces will invite our communities in, and ridership will soar. DART aims to be a key partner in regional policy planning and development, and as this vision comes to fruition, our cities and businesses will recognize DART as a key strategic asset for both economic development, workforce productivity, and quality of life.

Please note while the FY 2024 budget lays the groundwork for these changes, we will continue to refine the vision and define the steps to achieve it through the end of 2023, with the goal of adopting the final strategic plan in January 2024. Future budgets will reflect the approved plan.

FY 2024 ANNUAL BUDGET

The FY 2024 Annual Budget, which also represents the first year of the 20-Year Financial Plan, is balanced and meets all Board-adopted financial standards. The budget totals \$1.8 billion, as shown on the next page.

Exhibit 1: FY 2024 Annual Budget

Budget	Total
Operating	\$687,245,720
Capital & Non-Operating	\$894,421,191
Debt Service	\$221,639,323
Total	\$1,803,306,234

FISCAL OUTLOOK

DART's fiscal outlook for the next 20 years is based on several factors and constraints, including sales tax, population growth, ridership, grants, debt, inflation, and contractual expenses. These factors and constraints define our operating and capital budget opportunities. Economic data is mixed, with some indicators of a strong economy and others indicating a possible recession already underway. Given persistently low unemployment, an aggressive Federal Reserve rate-setting policy, and a challenging inflationary environment, our outlook is cautiously optimistic that we will continue to see steadily decreasing inflation and stable economic growth in the region.

Our largest source of revenue is a voter-approved sales tax within our service area. We conservatively forecast sales tax revenues of \$870.8 million in FY 2024, an increase of \$51.8 million (6.3 percent) from the FY 2023 budget and \$40.8 million (4.9 percent) from our FY 2023 forecast. Over the 20-year period of the financial plan, we include \$24.9 billion in sales tax revenue, an increase of \$312 million from the prior financial plan. As is our policy, these estimates are backed by forecasts from professional economists and are conservatively budgeted in this plan.

The FY 2024 20-Year Financial Plan illustrates the affordability of DART's capital and operating plans, devoting \$7.3 billion during the next 20 years to keep our capital assets in a state of good repair while maintaining strong debt service coverage ratios.

FY 2024 KEY INITIATIVES

Mobility+

With the launch of our completely redesigned bus system in January 2022, DART embarked on a broad planning effort called Mobility Plus (Mobility+) that will guide our investments over the next 10 years in service, operations, and capital. Mobility+ covers service expansion, bus corridor investments, a comprehensive fare study, a bus fleet transition plan, and enhancements to passenger amenities and facilities, as well as

operating facilities, all to create a seamless experience for our riders defined by frequent, reliable service within easy reach.

Bus Network Redesign

For the past year, DART has been working on Phase 2 of the bus network redesign, which will expand and improve on the 2022 DARTzoom service changes. In early June, DART staff, service area city staff, and the consultant team met for two days to complete a draft network plan for consideration. As a result, the FY 2024 budget includes an annualized \$5.5 million for increased bus service, including the highlights below:

- A new Story Road bus route in Irving connecting Downtown Irving/Heritage Crossing and North Lake College Station
- A new Legacy Drive route in Plano to provide east-west service from Parker Road Station to the Northwest Plano Park and Ride
- Route changes in Richardson, Far North Dallas, Addison, and Garland:
 - > Realign Route 238 to serve Arapaho Road between the Addison Transit Center and N. Garland Avenue (before continuing to Downtown Garland Station)
 - > Modify Route 250 to connect sections of Belt Line Road from the Addison Transit Center to Downtown Garland Station
 - > Replace parts of Route 240 with Route 244 to connect Arapaho Center Station with the University of Texas at Dallas (UTD) and the future UTD Silver Line station
- Route changes affecting Arlington Park, the Stemmons Corridor, and areas near Love Field in Dallas:
 - > Extend Route 207 to serve Regal Row, the Dallas County Elections Department, and neighborhoods south of Love Field, and replace current Route 222 service in the Stemmons Corridor
 - > Replace the rest of Route 222 with more frequent service on a new Route 122, improving access to the Arlington Park neighborhood, the Mexican Consulate, and other destinations in the area
- Increased frequency on high-ridership sections of Route 22 to 10-minute service most of the day between Forest Lane Station in Dallas and Forest/Jupiter Station in Garland and 20-minute service on the rest of Route 22.

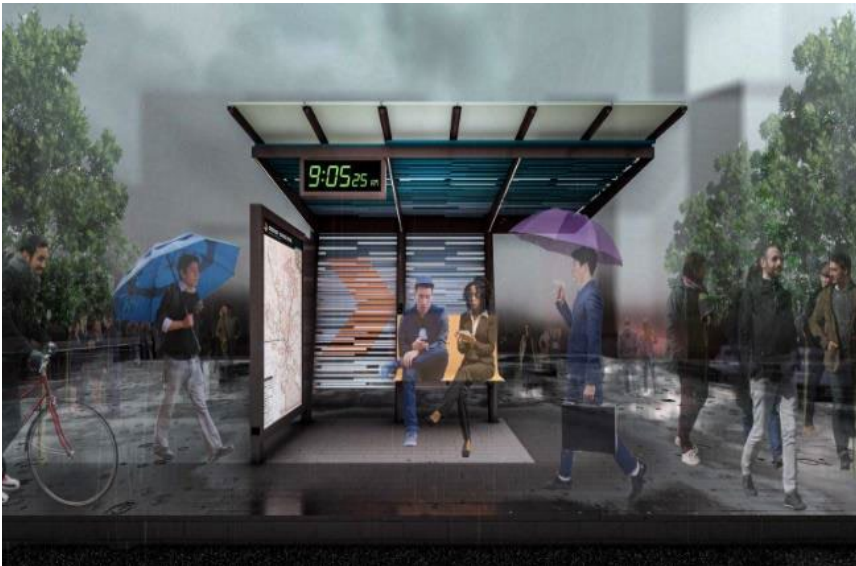
Service changes are complex logistical challenges, requiring much more than funding. To ensure we make these changes effectively, we plan to implement them in two phases, targeted for June and September 2024. This will allow time to conduct the public hearing

required for any service change affecting more than 25 percent of route or service miles or any new service. It will also allow time to hire and train new staff, which are included in the cost above. DART intends to hire up to 40 new operators between the two phases to support the increased service; however, no new buses, facilities, or maintenance staff are required.

Light Rail Service Increases

In addition to the bus network improvements, the budget includes \$2 million to increase weekend frequency on all four light rail lines to 20-minute service between 6 a.m. and 10 p.m. Weekend ridership has already returned to pre-pandemic levels, in large part because continued hybrid work means weekend travel for entertainment and leisure has replaced weekday commuting for many riders.

Additional Investments



Other FY 2024 efforts that advance Mobility+ include nearly \$50 million to install 250 next-generation bus shelters, 455 next-generation benches, and 300 freestanding lights at bus stops throughout all 13 service area cities (scheduled for completion by FY 2028). In Fall 2022, DART partnered with the University of Texas at Arlington’s College of Architecture, Planning and Public Affairs (UTA CAPPA) and the AIA

Dallas Chapter to sponsor a student design collaboration for DART’s next-generation shelter. Students rode the system, talked with riders, visited major destinations, and attended focus groups with key stakeholders to develop these new designs. They received more than 4,000 survey responses on their concepts, leading to updates related to lighting, weather protection, and seat design. DART will begin manufacturing these test shelters in October and begin testing them in December.

DART is also advancing Phase 2 of its bus corridor improvement program, CORE (Corridor Optimization and Rider Experience). CORE intends to invest in key corridors that improve the rider experience by prioritizing bus transit so our riders can get where they need to go faster and more safely. The CORE toolbox includes capital and operational strategies related to street and intersection design, like dedicated bus lanes, bus stops and routing,

traffic regulations, and traffic signals, including modifying signal timing to prioritize buses.

In Phase 1, we evaluated 22 corridors in which the most frequent bus routes operate to identify areas we can: 1) enhance speed and reliability, 2) improve operational safety, and 3) increase access and connectivity. Based on that evaluation, we are now developing more detailed design and cost estimates for future investments and innovations.

Lastly, the Comprehensive Fare Study initiated in FY 2023 will conclude in January 2024 when the Board considers proposed changes to DART's fare policy or structure. Residents and other stakeholders will have an opportunity to weigh in on those proposals in the fall. Please note the FY 2024 20-Year Financial Plan complies with the current fare policy and assumes fare increases every three years.

GoLink Expansion

In January, DART began piloting two changes to GoLink, our on-demand microtransit service. First, we extended service hours across all zones, now operating from 5 a.m. to midnight seven days a week, and ridership more than doubled between October 2022 and April 2023 as a result. Second, we launched an on-demand shuttle in West Dallas to provide local trips and last-mile



connections to DART transportation services, which earned a customer rating of 4.8 out of 5 after the first five months. Based on these successes, we are allocating more than \$6.2 million to make both service changes permanent in FY 2024.

System Modernization

DART is committed to keeping our entire transportation system in a state of good repair with the latest technologies and future-proofed to allow for industry advancements, and the 20-Year Financial Plan includes \$8.9 billion to do just that. However, many of our legacy transit vehicles and supporting systems, passenger facilities, and operations facilities are reaching the end of their life and/or becoming obsolete and need to be replaced or updated soon.

The \$2.1 billion System Modernization Program will enhance system safety, reliability, and accessibility, support continued good stewardship of our assets, and ultimately, elevate the customer experience across all modes for the riders that rely on DART every day to get to work, school, and other services. Additionally, more than three million people are projected to move to North Texas in the next 20 years, and as the region grows, so will the demand for more robust and reliable transit service. This program will prepare DART to meet that challenge.

Core Elements

The core elements of the program, scheduled to last from FY 2024 to FY 2033, are:

- Vehicles
 - > Replace the 95 oldest light rail vehicles (LRVs) with state-of-the-art vehicles with level boarding at all doors


- Passenger Stations and Platforms
 - > Raise the remaining 23 Red and Blue Line platforms to support universal accessibility at all doors on new LRVs, along with additional station improvements

- Operating Facilities
 - > Modify the Central and Northwest rail operating facilities to support new vehicle maintenance activities
 - > Build a state-of-the-art communications center (CDCC) that consolidates bus, rail, and police dispatch and emergency operations for full network functionality

- Unified Signaling System
 - > Modernize signal systems on the oldest lines to maximize safety, communications, reliability, and network capacity

- Weatherization
 - > Enhance the resilience of light rail operations during extreme weather events

Exhibit 2: Program Schedule

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33
LRV Replacement	PROC.	DESIGN	PHASED PRODUCTION & DELIVERY							
Platform Full Raise	CONSTRUCTION									
Operating Facilities	NWROF CONSTRUCTION	CROF CONSTRUCTION								
CDCC		CONSTRUCTION (OPENS APRIL 2024)								
Unified Signaling	DESIGN	IMPLEMENTATION								
Weatherization	PROC.	IMPLEMENTATION								

Ridership Improvements

Last year, DART allocated \$110 million to invest in multi-year projects to create a cleaner, more secure, and more reliable experience for our riders. One of the highlights scheduled for FY 2024 is a pilot project to connect riders experiencing homelessness or behavioral health issues with assistance from our community partners through multidisciplinary response teams of DART police officers, paramedics, and behavioral health clinicians. By meeting the immediate needs of our most vulnerable riders, we will also mitigate security and cleanliness concerns and improve the riding experience for everyone.

To protect DART riders and property, new specially trained Transit Security Officers will also be riding vehicles throughout the system and staffing transit facilities, including station platforms, park and rides, and garages. These security services will operate continuously year-round, regardless of operations or weather.

DART will continue to replace about 170 obsolete Passenger Information Displays, which currently display only arrival information, with upgraded units that convey arrival, departure, emergency, and safety information to our light rail and TRE passengers both visually and audibly. Lastly, we are establishing a new, unified video management system capable of monitoring the entire DART system (software, server, and video storage installation is scheduled to begin as early as the end of FY 2024).

Silver Line

We also continue to move full steam ahead on the Silver Line, the \$2.1 billion commuter rail project extending 26 miles between DFW Airport and Plano. The project traverses three counties and seven cities—including Dallas, Carrollton, Addison, Richardson, and Plano—adding 10 new stations and four rail connections along the way.

At the same time, with funding and support from the North Central Texas Council of Governments (NCTCOG) and our service area cities, including a \$25 million RAISE grant from the Department of Transportation, DART is constructing the Cotton Belt Trail. This hike and bike trail runs along more than 21 miles of the Silver Line corridor, connecting with nine of the stations and existing trail systems throughout the area.



All these links will improve mobility and accessibility to major employment, population, and activity centers in our service area, as well as support sustainable growth, local and regional land-use visions, and economic development. The first four state-of-the-art trains are scheduled to arrive in July 2023, and we expect revenue service to begin in late 2025/early 2026.

D2 Subway

The pandemic and subsequent changes in ridership and travel patterns have led many agencies around the country to reassess their plans and priorities. Within DFW, travel behavior changes have reduced rail ridership, especially during typical peak commute times.

One of the primary purposes of the D2 Subway project was to address anticipated growth in peak period demand to and through downtown Dallas. Work from home trends, growing regional employment centers in our suburbs and edge cities, and the changing nature of downtown Dallas into a more mixed-use neighborhood led DART to defer a significant investment in a second alignment and work instead with Dallas and other service area cities to identify more cost-effective alternatives that achieve similar outcomes.

The recently completed Red and Blue Line platform extensions allow us to operate longer trains systemwide, effectively addressing ridership growth in the foreseeable future. Removing D2 from the financial plan freed up \$1 billion in capacity to pay for previously unfunded but mission-critical items, including \$700 million to upgrade our original rail signal system and \$300 million to cover increased costs for purchasing 95 new light rail

vehicles. As discussed in the System Modernization section above, these investments will increase the safety and reliability of our light rail system for years to come.

We also retained \$500,000 originally programmed for D2 in the financial plan for downtown capacity planning in FY 2024. We are also developing a program of catalytic transit-oriented development (TOD) projects, zoning/policy tools, and multimodal infrastructure projects to support existing and future transit in downtown Dallas, supported by a \$1 million TOD Planning Grant from the Federal Transit Administration.

Service Area City Partnerships

DART has been a leader in TOD, creating more than \$16 billion of investments within ¼-mile of existing, planned, or projected development at current and future stations. Now, we want to take that concept a step further and begin to transform our own assets into fantastic spaces that are integral to our communities, enhance the rider experience, and foster a sustainable and thriving region.

Eight TOD partnerships are at various stages of solicitation or development, including six in Dallas and two in Garland, and another three are ongoing in Addison, Carrollton, and Richardson, a few of which are outlined below. We have also initiated the 2024 TOD Economic Impact analysis with the University of North Texas, which we update every few years.

City Area Plans

We are collaborating closely with our 13 service area cities to develop near- and medium-term strategies for each city that define and advance mutual objectives for mobility and transit innovations, including service, facilities, and land use plans, and leverage funding for implementation.

Addison Station

DART's partnership with the Town of Addison will revitalize nine acres of DART property, 15 acres of Addison-owned property, and the current Addison Transit Center and future Silver Line station. After an extensive process, Addison selected AMLI/Stream to implement its vision for the space. Phase I will consist of residential, office, and commercial development on the Addison property, and later phases will include an enhanced transit center and a potential hotel next to it.



Carrollton Depot

The historic Carrollton Depot, which DART owns, sits in downtown Carrollton near the existing Green Line and future Silver Line stations, but with no utility connections, it has remained unused and created security concerns for the community and DART riders. To enhance multi-modal mobility and create a security presence near downtown, DART and the City of Carrollton will collaborate on an adaptive reuse plan for the

building that includes utility connections to support public and private reuse options and exterior and interior rehabilitation. New uses for the structure could include City/DART police space, customer information, bike share options, and/or private commercial uses. Most importantly, this project will preserve an important downtown historic resource and transform the depot into an asset for both DART's riders and the community.

Red Bird/East Dallas Transit Facilities

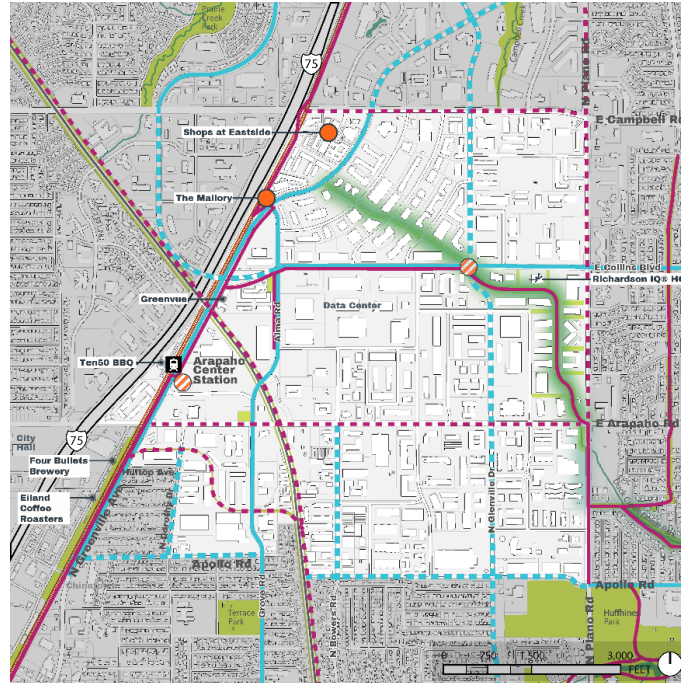
Because of the success of DART's redesigned bus network, we have identified planning opportunities for two new transit facilities to support access and mobility in areas of persistent poverty and historically disadvantaged communities, both in the City of Dallas.

A new transit facility in the southern part of Dallas would boost rider access to the growing Reimagine Red Bird mixed-use development, which includes apartments, medical clinics, a workforce center, retail, and a future hotel. A new facility at this location will allow DART to right-size the existing, but underutilized Red Bird Transit Center, freeing up this land for future TOD.

The second facility will be in the eastern part of Dallas, where a convergence of routes near Buckner Boulevard and John West Road coupled with increasing ridership in that area offers us a chance to enhance the customer experience and further support access and connectivity to the surrounding community.

Richardson Innovation Quarter (IQ)

Through its interlocal agreement with DART, the City of Richardson is finalizing its plans to redevelop the 14-acre Arapaho Station, activating the currently underutilized 1,400-space parking lot and transit center. The Arapaho Center Station has been a key redevelopment site for many years, and the City's 2018 vision study identified it as "the front door" to the Richardson IQ. The City intends to advertise a Request For Proposals later this summer or fall for projects that support office, residential, and commercial space.



Investing in Employees

Our commitment to employee engagement, diversity, development, and wellbeing will continue in FY 2024 through additional investments in pay, benefits, and hiring efforts, with a focus on security and operations.

DART Police have initiated several efforts to increase and diversify the pipeline of police officer applicants, including restructuring the application process and eliminating non-critical disqualification factors, developing an internship for Criminal Justice students at the University of North Texas at Dallas, and procuring a modern recruiting platform designed for first responders that allows us to engage candidates through text messaging.

As mentioned above, we are hiring 40 additional operators in two phases to support increased bus and rail service and 15 full-time employees to reopen eight previously unstaffed transit centers. These centers provide shelter for riders and staff in extreme weather, and staff act as concierges to answer questions and proactively monitor stations for issues that might arise. We have opened these periodically as cooling stations, and this investment will keep them open permanently.

Finally, the budget includes merit increases, wage progressions, and performance bonuses for eligible employees.

FY 2023 HIGHLIGHTS

Ridership Improvements

One of the major successes from the investment of Ridership Improvement funds in FY 2023 was the launch of our first-ever DART Clean Teams on LRVs and some buses to ensure clean vehicles for customers throughout the day. We also increased bus shelter cleanings to a minimum of twice weekly and rail station cleanings to every night. Two two-person crews remove litter from 36 identified hot spots on Sunday through Thursday between 7 a.m. and 1 p.m., and selected stations get weekly overnight power-washes. Finally, we replaced more than 18,000 cloth seats with modern vinyl seats in all buses and began replacing another 15,000 seats in the light rail fleet.

Another highlight from last year was the pilot program to address security concerns regarding elevators at light rail stations, which has garnered overwhelmingly positive feedback from riders. In selected elevators, we added polycarbonate panels to deter vandalism, installed cameras to allow maintenance personnel to monitor interior conditions remotely, and placed elevator attendants at aerial stations. These initiatives have reduced maintenance repairs by 27 percent and vandalism-related repairs by 33 percent, as well as decreasing biohazards, false entrapments, and elevator door damage.

Hiring & Retention

Emerging from the pandemic and a historically tight job market, we started FY 2023 with more than 400 vacancies in operations, complicating implementation of the bus network redesign and accommodating increasing post-pandemic ridership. Through a critical partnership between Operations and Human Resources and an intense focus on hiring, we have fully staffed Bus and Rail Operator positions. This allowed us to restore the full DARTzoom bus network redesign service levels in January 2023.



Additionally, staff revamped the entire hiring process from writing job descriptions to sourcing candidates to onboarding new employees, and we instituted onsite job fairs where

departments could make on-the-spot offers to qualified candidates. An improved training program has also created a healthier work environment and decreased our overall attrition rate.

Based on a review of vacancies, hiring expectations, and organizational needs, we have made two other changes to improve flexibility, efficiency, and succession planning without using additional resources. First, we created a pool of vacant positions that we are in the process of reclassifying to fill critical skills gaps. Also, we are using funds previously used for contractors to create permanent full-time positions, which will bring those skills and knowledge back in-house.

Value of Transit Study

In July 2023, DART published a Value of Transit Study report outlining the many ways our public transportation system benefits our riders, communities, and the North Texas region. “Value” means different things to different people, so we undertook this study to understand what is important to riders, the public, and key stakeholders, and assess value based on a variety of qualitative and quantitative factors.

Findings included positive economic, environmental, and social outcomes each year like generating more than 41,000 full- and part-time jobs worth \$731 million in wages, eliminating 400 million vehicle miles traveled by car, and lowering carbon emissions by 265 million pounds, the equivalent of growing six million trees every year for 10 years. Along with fact sheets developed specifically for each city, this information can help civic leaders communicate the benefits of DART to their communities and set the stage for closer partnerships that unlock the full potential of public transit.

DART in the Industry

DART is recognized as a leader in not just the transit industry, but among corporations and government agencies as well, as demonstrated by the awards highlighted below.

American Public Transportation Association (APTA)

2023 Rail Emergency Management Gold Award, Light Rail/Streetcar

Forbes

America’s Best Midsize Employers

Government Finance Officers Association (GFOA)

- Certificate of Achievement for Excellence in Financial Reporting, FY 2022 Annual Comprehensive Financial Report

- Distinguished Budget Presentation Award, FY 2022 Annual Budget

National Association of Government Communicators (NAGC)

2023 Blue Pencil and Gold Screen Awards

- First Place, Educational or Promotional Campaign (Greater than \$100,000), GoLink: Your Time, Your Place, Your DART
- Second Place, Photographer's Portfolio, DART2Vote
- Second Place, Digital – Social Media Campaign (Paid), DART is Hiring

National Procurement Institute

2023 Achievement of Excellence in Procurement Award

NIGP: The Institute for Public Procurement

Accreditation for Quality Public Procurement Departments

Railway Age, 2023 Women in Rail Awards

- Deanna Leggett, Honoree
- Megan Tang, Honorable Mention

Reliabilityweb, 2023 MaximoWorld Conference

Best Maximo Implementation

Texas Department of Insurance—Division of Workers' Compensation

High Performer

Texas Transit Association

2023 Outstanding Staff Member, Kerri Babbitt

WTS International, Greater Dallas/Fort Worth Chapter

2022 Innovation Transportation Solutions Award, DARTzoom New Bus Network Redesign

BUDGET & POSITIONS BY DEPARTMENT

Exhibit 3: FY 2024 Operating Expenses by Department

Department	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Agency Initiatives	\$15,021,586	\$6,929,007	\$13,019,440	\$6,090,433
Agency Safety & Compliance	1,909,995	2,789,878	3,114,262	324,385
EEO & Cultural Engagement	-	-	1,138,947	1,138,947
Benefits	(628,721)	(328,980)	(52)	328,928
Board Support	919,559	1,131,766	1,171,370	39,604
Bus Operations	199,869,490	226,316,396	233,900,107	7,583,712
Business Innovation	1,358,724	1,865,662	2,124,972	259,310
Capital P&D Allocation	(12,810,708)	(15,958,643)	(16,528,845)	(570,202)
Capital Planning	1,304,606	1,661,799	2,059,184	397,385
Capital Program Development	5,342,404	8,176,857	7,476,074	(700,782)
Chief Administrative Office	1,450,728	130,681	-	(130,681)
Chief of Staff	136,356	825,616	3,183,869	2,358,253
Communications	810,216	1,451,836	2,428,338	976,503
Commuter Rail & Railroad Management	33,026,058	35,432,267	36,914,490	1,482,223
Diversity & Vendor Management	1,352,027	2,262,177	1,151,117	(1,111,060)
Engineering & Construction	5,779,417	9,934,850	11,539,700	1,604,850
Finance	21,878,876	28,109,093	26,830,331	(1,278,762)
General Counsel	3,142,773	4,061,835	4,226,775	164,940
Government & Community Relations	1,700,386	2,631,821	2,510,337	(121,484)
Human Resources	4,400,117	6,237,575	7,037,421	799,845
Internal Audit	1,477,466	1,562,980	1,581,020	18,040
Light Rail Operations	60,862,856	64,860,997	66,161,204	1,300,207
Local Government Ctrl Cities	2,120,633	-	-	-
Maintenance of Way/Facility Maintenance	64,987,711	70,200,906	79,387,804	9,186,899
Marketing & Communications	10,843,903	14,326,372	13,379,227	(947,145)
Materials Management	6,944,541	7,997,665	8,349,938	352,273
Mobility Management Services	37,626,261	48,461,770	64,653,617	16,191,847
Police	39,217,945	56,144,459	57,274,011	1,129,552
President	1,385,070	2,593,504	2,995,612	402,107
Procurement	5,335,190	5,613,603	5,598,253	(15,349)
Regional Rail ROW	100,000	150,000	100,000	(50,000)
Service Planning & Scheduling	7,364,486	8,527,882	5,698,639	(2,829,243)
Technology	27,366,388	31,264,088	36,480,492	5,216,404
Transit Operations & Service Delivery	1,321,173	2,503,284	2,288,064	(215,220)
Total Operating Expenses	\$552,917,510	\$637,869,000	\$687,245,720	\$49,376,720

Exhibit 4: FY 2024 Positions by Department

FY 2023 FTEs	Department	Change in FTEs	FY 2024 Budgeted FTEs
62	Agency Initiatives (Vacancy Pool)	-	62
22	Agency Safety & Compliance	-	22
7	EEO & Cultural Engagement	-	7
5	Board Support	1	6
190	Bus Operations	-	190
7	Business Innovation	-	7
10	Capital Planning	-	10
35	Capital Program Development	-	35
6	Chief of Staff	-	6
10	Communications	-	10
10	Commuter Rail & Railroad Management	(1)	9
8	Diversity & Vendor Management	-	8
51	Engineering & Construction	-	51
91	Finance	-	91
19	General Counsel	-	19
13	Government & Community Relations	-	13
43	Human Resources	-	43
9	Internal Audit	-	9
128	Light Rail Operations	-	128
91	Maintenance of Way/Facility Maintenance	-	91
51	Marketing & Communications	-	51
30	Materials Management	-	30
46	Mobility Management Services	-	46
400	Police	-	400
9	President	-	9
53	Procurement	-	53
22	Service Planning & Scheduling	-	22
80	Technology	-	80
8	Transit Operations & Service Delivery	1	9
1,516	Total Salaried	1	1,517
325	Bus Operations	15	340
17	Finance	-	17
151	Light Rail Operations	-	151
277	Maintenance of Way/Facility Maintenance	-	277
40	Marketing & Communications	-	40
49	Materials Management	-	49
859	Total Hourly Non-Operator	15	874
1,211	Bus Operators	40	1,251
226	Light Rail Operators	-	226
1,437	Total Bus & Rail Operators	40	1,477
2,296	Total Hourly	55	2,351
3,812	Grand Total Departments	56	3,868





WHO WE ARE

ABOUT US

BOARD OF DIRECTORS

STRATEGIC PRIORITIES

OUR TEAM

CEO GOALS

OUR SERVICES

ABOUT US

Dallas Area Rapid Transit (DART) is a \$1.8 billion regional transit agency connecting residents in 13 cities across more than 700 square miles. Our service area cities are Addison, Carrollton, Cockrell Hill, Dallas, Farmers Branch, Garland, Glenn Heights, Highland Park, Irving, Richardson, Rowlett, Plano, and University Park. Last year, we moved more than 43 million passengers across the North Texas region.



BOARD OF DIRECTORS

A 15-member Board of Directors governs DART, approving DART's budget, 20-Year Financial Plan, and other system planning efforts, as well as selecting the President & Chief Executive Officer (CEO) to oversee the agency.

Each service area city appoints representatives to the Board in proportion to its population. If a city is entitled to a fraction of an appointment, it can combine that fraction with one or more other cities to make one appointment, but no city may appoint more than 65 percent of the Board members.

Board members serve staggered two-year terms beginning on July 1, and the Board elects a chair, vice chair, secretary, and assistant secretary every October. Each member is entitled to receive \$50 for each Board meeting attended and is reimbursed for necessary and reasonable expenses incurred in the discharge of their duties.

Michele Wong Krause, Chair
Dallas

Mark C. Enoch
Garland, Glenn Heights, and Rowlett

Gary Slagel, Vice Chair
Addison, Highland Park, Richardson, and University Park

Carmen Garcia
Dallas

Rodney Schlosser, Secretary
Dallas

Flora M. Hernandez
Dallas

Doug Hrbacek, Assistant Secretary
Carrollton and Irving

Patrick J. Kennedy
Dallas

Marc Abraham
Garland

Jon-Bertrell Killen
Dallas

D'Andrala Alexander
Dallas

Enrique MacGregor
Cockrell Hill and Dallas

M. Nathan Barbera
Farmers Branch and Plano

Richard H. Stopfer
Irving

Paul N. Wageman
Plano

STRATEGIC PRIORITIES

As DART transitions from a construction focus to an operations and maintenance focus, the agency is shifting priorities to improving the customer experience and maintaining the capital assets of a maturing system. In February 2020, the DART Board adopted a set of strategic priorities to guide the agency and address factors expected to impact the agency over the next 20 years. DART's five strategic priorities for fiscal year (FY) 2021 through FY 2025 are:



Customer Focus

Enhance the safety and service experience through customer-focused initiatives. Near-term initiatives emphasize system security, cleanliness, and reliability.



Stewardship

Provide stewardship of the transit system, agency assets, and financial obligations.



Innovation

Innovate to enhance mobility options, business processes, and funding.



Excellence

Pursue excellence through employee engagement, diversity, development, and well-being.



Leadership

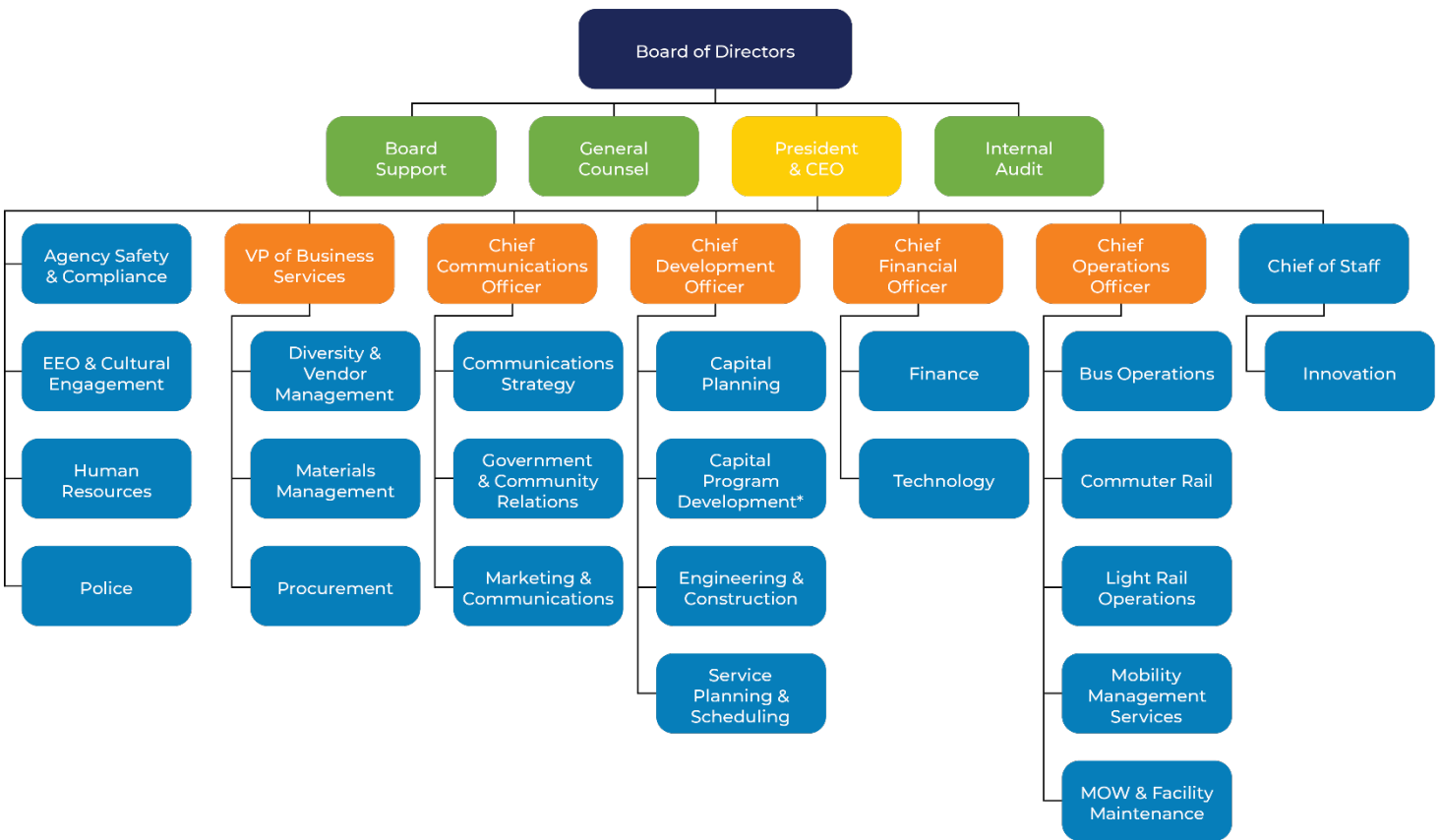
Enhance DART's role as a recognized local, regional, and national transportation leader.

STAY TUNED

Efforts are underway to develop a new Strategic Plan to guide DART into the future.

OUR TEAM

The Board selects our President & CEO, who oversees our daily operations, including hiring, compensation, and employee training, and provides regional leadership and national visibility regarding transportation needs in North Texas. The CEO also appoints the executive leadership team that directs the administrative, development, and operational work we do every day. The chart below outlines the organization of the agency by department. More details on each department’s responsibilities are included in the Departments section of this document.



*Includes Capital Design & Construction and Real Estate & Economic Development

CEO GOALS

In addition to DART's strategic priorities, the CEO has outlined the goals below:



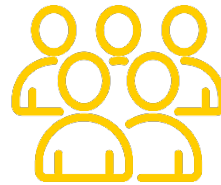
VISION & INNOVATION

Demonstrate leadership in guiding the agency to better serve riders today and tomorrow.



ENGAGEMENT FOR IMPACT

Improve relationships with key stakeholders, particularly cities in the service area, and improve the confidence such stakeholders have in the agency.



EMPLOYER OF CHOICE

Demonstrate improvements to DART's workforce and in talent management.

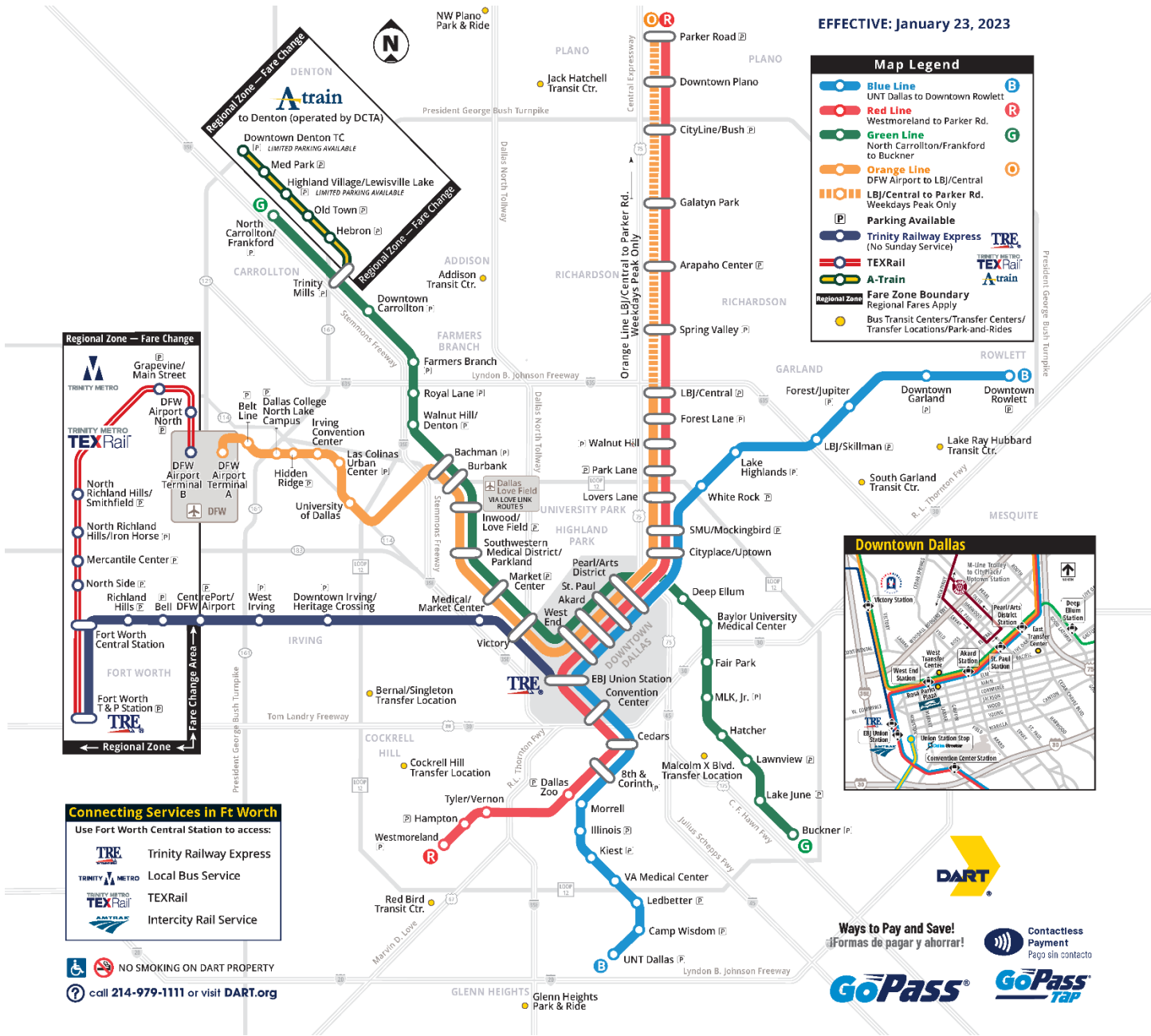


STRATEGIC LEADERSHIP WITH BOARD OF DIRECTORS

Demonstrate leadership in setting and delivering on the agency's strategy through an effective working relationship with the Board of Directors.

Light Rail

Light rail transit (LRT) is an electrically powered rail system that runs on a track in its own right-of-way. As shown on the map below, DART operates four light rail lines—Blue, Red, Green, and Orange—on a predetermined schedule seven days a week.



Bus

DART operates 89 local bus routes, including five DART Express routes, which provide nonstop round-trip service between downtown Dallas and five neighboring communities. The 22 core routes below run every 15 minutes during peak service hours.

- | | |
|-----------------------------------|-----------------------------|
| 1 - Malcolm X / Maple | 47 - Polk |
| 3 - Ross | 101 - Hampton |
| 5 - Love Link (formerly Route 55) | 102 - Fort Worth |
| 9 - Jefferson / Gaston | 103 - Cedar Springs |
| 23 - Haskell | 104 - Illinois |
| 25 - Cockrell Hill North | 105 - Henderson |
| 27 - Ridgecrest | 106 - Bickers |
| 28 - Singleton | 108 - Camp Wisdom |
| 30 - Lake June | 109 - Beckley |
| 41 - Bonnie View | 114 - East Oak Cliff |
| 45 - Marsalis | 306 - Glenn Heights Express |

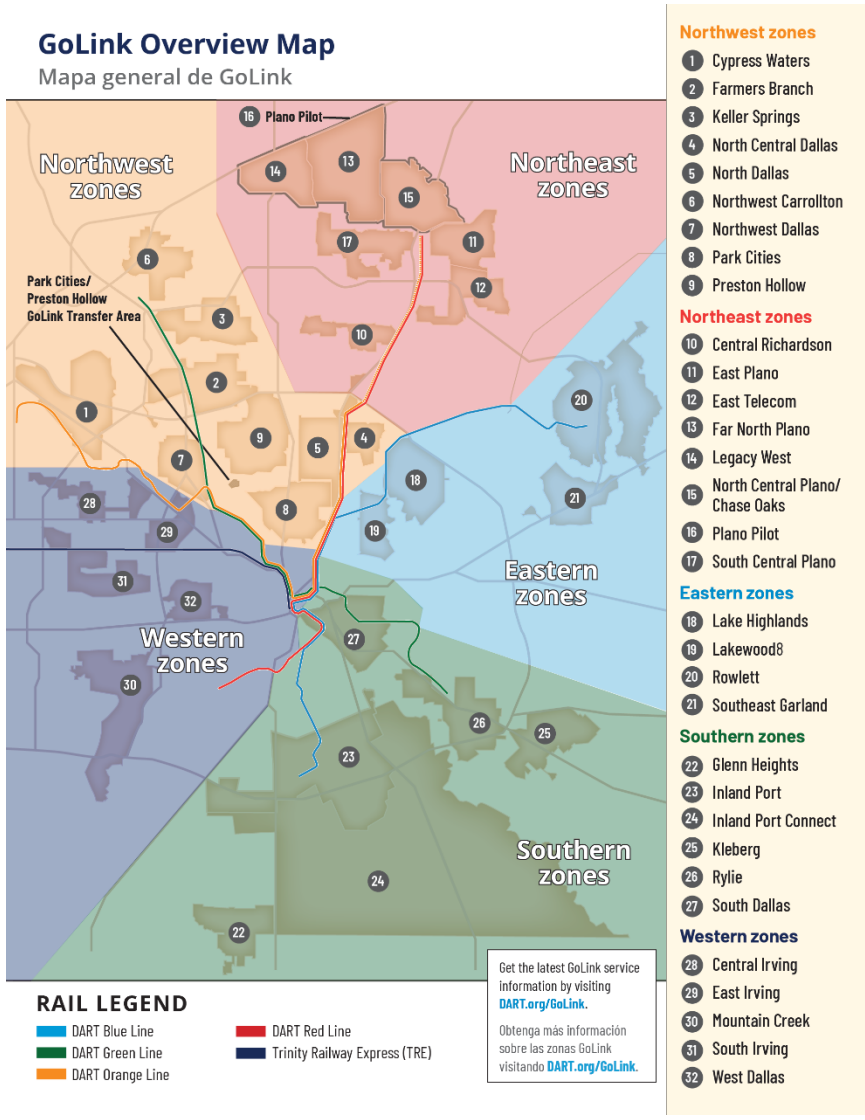
Commuter Rail

The Trinity Railway Express (TRE) provides diesel-powered commuter rail services on a 34-mile corridor between Dallas and Fort Worth that is jointly owned and operated by DART and Trinity Metro (through a contract with Herzog Transit Services). Trains run every 30 minutes on weekdays and every hour on Saturdays; no service is scheduled on Sundays.



Paratransit

DART is responsible for providing complementary paratransit services in accordance with the Americans with Disabilities Act of 1990 (ADA), which we do through a contract with MV Transportation. DART’s paratransit program provides door-to-door service for people with disabilities who are unable to use DART’s fixed-route buses or trains. The shared-ride service operates with a combination of DART vehicles and contracted vehicles to serve approximately 11,500 certified riders. We also provide free training on riding the system to all customers through our Travel Ambassador Program.



GoLink

GoLink provides on-demand curb-to-curb service within designated zones so DART customers can schedule a pickup whenever and wherever they need it. Riders can book a trip in the GoPass App or over the phone seven days a week from 5 a.m. to midnight.

Special Event Services

We also operate special event services—usually more frequent service or extended hours—during the State Fair of Texas, the New Year’s Eve celebration in downtown Dallas, concerts, basketball and hockey games, and other high-profile events. Most special event services are provided via light rail and commuter rail, with buses to supplement system capacity as needed.

The background features a faded, grayscale image of a city street scene. On the left, a police officer in uniform is partially visible. In the center, a white bus with the number '4108' on its front is stopped. The right side of the image is dominated by a large, bright yellow diagonal shape that contains a subtle pattern of small white dots.

ANNUAL BUDGET

OVERVIEW

HOW WE BUDGET

FY 2024 ANNUAL BUDGET

FY 2024 ANNUAL BUDGET

OVERVIEW

The FY 2024 Annual Budget corresponds to the first year of the 20-Year Financial Plan and totals \$1.8 billion, as shown below.

Exhibit 5: FY 2024 Annual Budget

Budget	Total
Operating	\$687,245,720
Capital & Non-Operating	\$894,421,191
Debt Service	\$221,639,323
Total	\$1,803,306,234

DART's overall budget increased by \$212.8 million (13.4 percent) from the amended FY 2023 budget, including an increase of \$49.4 million (7.7 percent) in the operating budget, \$165.4 million (22 percent) in the capital and non-operating budget, and a decrease of \$2.1 million (-1 percent) in the debt service budget.

The operating, capital and non-operating, and debt service budgets are developed to support the Board's strategic priorities while maintaining long-term financial stability. The result is a fiscally responsible budget that supports the agency's mission and reflects continued improvement in the efficiency, effectiveness, and quality of the services we deliver.

This section of the document includes a discussion of the budget process, followed by breakdowns of FY 2024 operating, capital and non-operating, and debt service costs, and any major assumptions used to develop them.

HOW WE BUDGET

Budget Basis

DART's fiscal year runs from October 1 through September 30. Section 452 of the Texas Transportation Code provides for a 30-day review period of the annual budget by the governing bodies of each service area city and requires a majority vote by the Board for approval.

DART's annual budget is prepared in the same format as DART's financial reports, except the budget does not include depreciation, the offsetting interest income and expense from defeased lease transactions, and a small number of other non-system items such as pass-through grants. DART's activities are accounted for in the same way proprietary funds are accounted for in other local governments and are therefore reported as a single enterprise fund. Enterprise accounting is used to account for entities that operate like a private enterprise. Revenues and expenses are recognized on the full accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred, regardless of when the related cash flows take place.

Certain major repairs and one-time or non-routine projects that are not eligible for capitalization according to Generally Accepted Accounting Principles (GAAP) are budgeted as capital/non-operating projects but are expensed in the year the expense is incurred.

Unexpended funds included in the operating budget expire at the end of the fiscal year and are not carried over into subsequent years. Conversely, capital/non-operating projects are budgeted for the life of the project, and funds are not required to be spent in the current fiscal year. Funds not expended for capital and non-operating projects in the current year roll forward into the next budget year until the project is completed.

Please note that budget schedules are rounded to the millions or thousands of dollars (as indicated) but are based on actual raw numbers. Consequently, certain schedules may not tie exactly or seem to add properly. In some cases, prior years' numbers have been restated to conform to the current year's format. All schedules are in fiscal years unless otherwise stated.

Structural Balance

DART maintains a structural balance to its budget. This means current period cash inflows available for operating and debt service costs equal or exceed the ongoing cash requirements for the same costs. Annual sources of funds are sufficient to pay for all ongoing obligations (operating and debt service) in every year of management's FY 2024 Financial Plan. A more detailed discussion of structural balance can be found in the Financial Plan section.

FY 2024 ANNUAL BUDGET

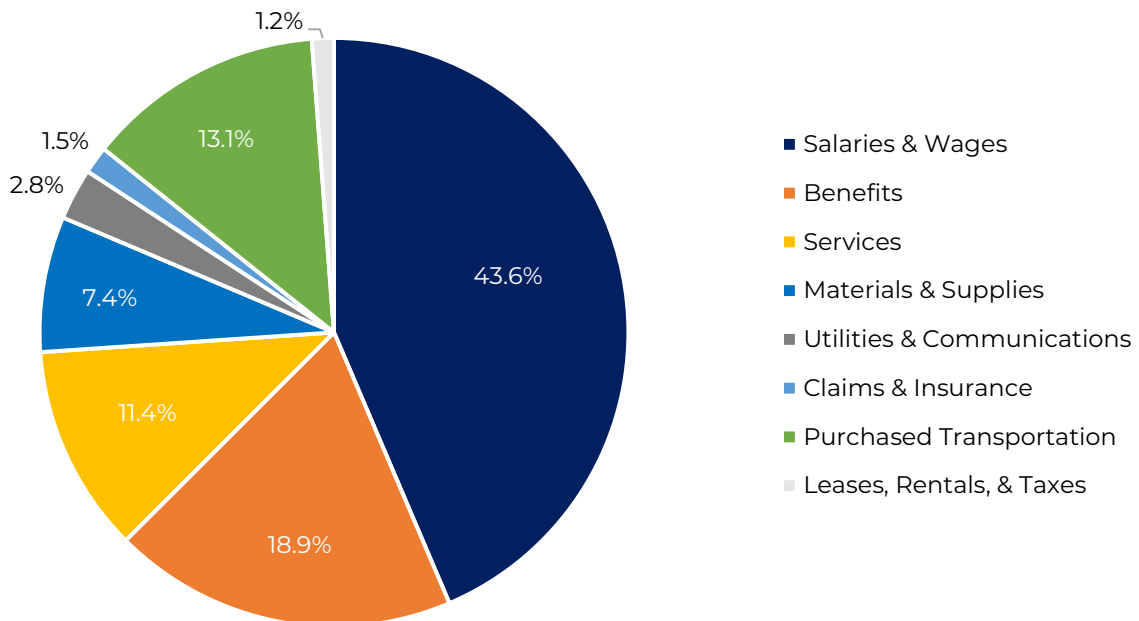
Operating

The FY 2024 operating budget is \$687.2 million, 62.5 percent of which is employee compensation in the form of salaries and wages (\$307.8 million) and benefits (\$133.6 million). The next largest component is purchased transportation at \$92.4 million, or 13.4 percent of the operating budget.

Exhibit 6: Year-over-Year Operating Expenses by Object Classification

Object Classification	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$258,141,558	\$295,124,051	\$307,805,841	\$12,681,789
Benefits	111,520,801	128,875,095	133,614,944	4,739,849
Services	55,224,579	68,965,796	80,636,720	11,670,924
Materials & Supplies	43,002,593	47,109,734	52,607,533	5,497,799
Utilities & Communications	17,702,372	16,652,304	20,008,813	3,356,509
Claims & Insurance	8,583,866	12,462,570	10,582,736	(1,879,834)
Purchased Transportation	65,980,682	76,726,655	92,394,706	15,668,050
Leases, Rentals, Taxes, & Other	5,571,767	7,813,587	8,512,323	698,736
Capital & Reserves	(12,810,708)	(15,860,795)	(18,917,896)	(3,057,101)
Total Operating Expenses	\$552,917,510	\$637,869,000	\$687,245,720	\$49,376,720

Exhibit 7: FY 2024 Operating Expenses by Object Classification



Salaries & Wages

The budget for salaries and wages is \$307.8 million, a \$12.7 million (4.3 percent) increase from FY 2023, driven largely by pay increases and the addition of 80 new positions, including:

- 40 bus operators for new service beginning in June and September 2024
- Restoration of 24 rail operations positions excluded from position reductions in FY 2021
- 15 transit center staff to keep transit centers open year-round
- One Board Coordinator in Board Support to improve service quality and efficiency

Twenty-six new positions were funded from the reduction in contractor costs by creating seconded positions, including 13 in Business Services, nine in Development, and four in Technology.

Exhibit 8: Year-over-Year Salaries & Wages (\$000s)

Object Classification	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Operator Payroll	\$105,809	\$106,748	\$939	0.9%
Non-Operator Payroll	52,090	54,134	2,044	3.9%
Non-Operator Overtime	4,821	5,314	493	10.2%
Administrative Payroll	122,409	128,239	5,830	4.8%
Administrative Overtime	3,588	3,877	290	8.1%
Part-Time/Temporary	518	678	160	30.9%
Merit & Bonuses	5,889	8,815	2,926	49.7%
Total Salaries	\$295,124	\$307,806	\$12,682	4.3%

No new administrative positions required new funding, except the Board Coordinator. Additional funding is included for merit and performance bonuses.

Exhibit 9: FY 2024 Budgeted Full-Time Employees

FY 2023 FTEs	Department	Change in FTEs	FY 2024 Budgeted FTEs
22	Agency Safety & Compliance		22
7	EEO & Cultural Engagement		7
5	Board Support	1	6
190	Bus Operations		190
7	Business Innovation		7
13	Capital Planning		13
43	Capital Program Development		43
6	Chief of Staff		6
10	Communications		10
10	Commuter Rail & Railroad Management	(1)	9
8	Diversity & Vendor Management		8
50	Engineering & Construction		50
91	Finance		91
19	General Counsel		19
13	Government & Community Relations		13
43	Human Resources		43
9	Internal Audit		9
128	Light Rail Operations		128
91	Maintenance of Way/Facility Maintenance		91
51	Marketing & Communications		51
30	Materials Management		30
46	Mobility Management Services		46
400	Police		400
9	President		9
48	Procurement		48
22	Service Planning & Scheduling		22
80	Technology		80
8	Transit Operations & Service Delivery	1	9
62	Vacancy Pool		62
1,521	Total Salaried	1	1,522
325	Bus Operations	15	340
17	Finance		17
151	Light Rail Operations		151
274	Maintenance of Way/Facility Maintenance		274
38	Marketing & Communications		38
49	Materials Management		49
854	Total Hourly Non-Operator	15	869
1,211	Bus Operators	40	1,251
226	Light Rail Operators		226
1,437	Total Bus & Rail Operators	40	1,477
2,291	Total Hourly	55	2,346
3,812	Grand Total Departments	56	3,868

Benefits

The budget for benefits is \$133.6 million, a \$4.7 million (3.7 percent) increase. This category includes all statutory benefits such as FICA and workers' compensation, as well as discretionary benefits DART offers like health and life insurance, retirement plans, etc. Health, life, and disability insurance remain the major cost drivers for all DART benefits at \$3.5 million.

Exhibit 10: Year-over-Year Benefits (\$000s)

Object Classification	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Health/Medical Plans*	\$52,725	\$56,239	\$3,515	6.7%
Pension & 401(k) Plans	40,239	41,301	1,062	2.6%
FICA	22,617	23,417	800	3.5%
Workers' Compensation	9,037	8,903	(134)	(1.5%)
Paid Absences Liability	1,272	1,575	303	23.8%
Service Incentive Pay	572	638	66	11.5%
Unemployment & Other	2,413	1,541	(871)	(36.1%)
Total Benefits	\$128,875	\$133,615	\$4,740	3.7%

*Includes medical, vision, dental, and employee contributions for active employees and retirees

Services

The budget for services is \$80.6 million, an \$11.7 million (16.9 percent) increase from FY 2023. The largest expenses in this category are maintenance and contract repair services, followed by computer services and software licensing fees. Costs in Technology increased by nearly \$5.2 million for renegotiated software and equipment maintenance contracts, as well as increases in IT consulting-related services. Maintenance of Way/Facilities Maintenance realized \$2 million in Board-approved cleaning and maintenance service increases. In addition, the Police department had a \$1.8 million security services contract increase.

Exhibit 11: Year-over-Year Services (\$000s)

Object Classification	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Maintenance/Contract Repair Services	\$26,008	\$28,343	\$2,335	9.0%
Computer Services/Software License Fees	13,908	18,586	4,678	33.6%
HR & Benefits-Related Services	2,829	2,904	75	2.7%

Object Classification	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Other Consulting Services	7,640	8,176	536	7.0%
Security Services	4,002	6,390	2,387	59.7%
Legal, Auditing, & Other Professional Services	2,336	2,322	(14)	(0.6%)
Advertising, Marketing, & Public Information Services	3,266	4,448	1,182	36.2%
Credit Card Processing Fees	1,001	1,001	0	0.0%
Environmental, Engineering, & Real Estate Services	3,270	4,040	770	23.5%
Temporary Help/Contract Labor	2,321	2,099	(222)	(9.5%)
All Other Services	2,384	2,327	(57)	(2.4%)
Total Services	\$68,966	\$80,637	\$11,671	16.9%

Materials & Supplies

The budget for materials and supplies is \$52.6 million, a \$5.5 million (11.7 percent) increase from FY 2023. This category covers parts for bus and rail vehicle repairs, as well as all fuel costs. CNG fuel costs increased \$2.4 million (25.3 percent), while parts for corrective and condition-based maintenance increased by \$1.2 million (4.3 percent).

Exhibit 12: Year-over-Year Materials & Supplies (\$000s)

Object Classification	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Vehicle Repair Parts (Bus & Rail)	\$27,347	\$28,536	\$1,189	4.3%
Fuel (CNG, Diesel, Gasoline)	9,439	11,825	2,386	25.3%
Facilities, Systems, & Equipment Repair Parts	5,656	7,160	1,504	26.6%
Uniforms, Shoes, & Tools	2,727	2,796	69	2.5%
Computer/Printer Equipment & Supplies	1,092	1,203	111	10.2%
Office Supplies	740	709	(31)	(4.2%)
All Other Materials & Supplies	110	380	270	246.7%
Total Materials & Supplies	\$47,110	\$52,608	\$5,498	11.7%

Utilities & Communications

The budget for utilities and communications is \$20.0 million, a \$3.4 million (20.2 percent) increase from FY 2023. This category includes electricity for the light rail system and DART facilities, as well as phone and data services for the agency. Electricity costs increased by \$3.0 million (20.1 percent).

Exhibit 13: Year-over-Year Utilities & Communications (\$000s)

Object Classification	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Utilities – LRV	\$8,557	\$11,090	\$2,533	29.6%
Utilities – Facilities	5,544	6,462	919	16.6%
Communications & Data	2,552	2,457	(95)	(3.7%)
Total Utilities & Communications	\$16,652	\$20,009	\$3,357	20.2%

Claims & Insurance

The budget for claims and insurance is \$10.6 million, a \$1.9 million (15.1 percent) decrease from FY 2023. DART is 100 percent self-insured for liability claims related to bus operations and for the initial \$3 million per occurrence for rail operations claims. DART also carries errors and omissions liability coverage (specialized protection against losses not covered by traditional liability insurance) and property insurance with a \$250,000 deductible per occurrence. Savings were based on an actuarial review of risk and expected payouts of personal liability and property insurance claims.

Purchased Transportation

The budget for purchased transportation is \$92.4 million, a \$15.7 million (20.4 percent) increase from FY 2023. Purchased transportation means transportation services provided for DART by a third party like paratransit, GoLink, and certain shuttle services. Increases in purchased transportation were primarily driven by Board-approved increases in contract costs for paratransit and GoLink. In addition, we expect to see significant increases in demand continue for paratransit and GoLink that were inadequately budgeted in previous years. This category also includes contract increases for TRE-related operations.

Exhibit 14: Year-over-Year Purchased Transportation (\$000s)

Object Classification	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Paratransit	\$31,343	\$38,163	\$6,820	21.8%
Commuter Rail	29,491	31,320	1,829	6.2%
Shuttle Services	6,394	7,155	761	11.9%
GoLink Services	9,498	15,756	6,258	65.9%
Total Purchased Transportation	\$76,727	\$92,395	\$15,668	20.4%

Leases, Rentals, Taxes, & Other

The budget for leases, rentals, taxes, and other is \$8.5 million, a \$0.7 million (8.9 percent) increase from FY 2023. This category includes costs related to leased operating facilities, travel, training, memberships, and employee wellness programs.

Exhibit 15: Year-over-Year Leases, Rentals, Taxes, & Other (\$000s)

Object Classification	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Rentals & Leases	\$832	\$1,080	\$248	29.9%
Travel & Training	3,074	3,402	328	10.7%
Employee Programs	1,890	1,843	(47)	(2.5%)
Memberships & Dues	985	1,149	164	16.6%
Marketing & Outreach	167	209	41	24.7%
Other	865	829	(35)	(4.1%)
Total Leases, Rentals, Taxes, & Other	\$7,814	\$8,512	\$699	8.9%

Capital & Reserves

The budget for capital and reserves is \$18.9 million, a \$3 million (19.3 percent) increase from FY 2023. Capital and reserves are composed of a credit applied for salaries and wages that are charged directly to capital projects to be capitalized and a reserve for the CEO to address emergent needs that arise throughout the year. An increase in capital development credits (shown as a negative) is the result of the addition and timing of capital projects.

Capital & Non-Operating

The FY 2024 capital and non-operating budget totals \$894.4 million and reflects continued Silver Line construction, system modernization, and enhancements to DART's bus services and facilities. A summary showing all capital and non-operating projects (and associated reserves) is shown in Exhibits 30 and 31 in the Financial Plan section. The Capital Improvement Program section goes into more detail on the specific projects that make up capital spending in FY 2024.

Debt Service

Exhibit 16 summarizes the FY 2024 debt service budget. Additional information on DART's debt program can be found in the Financial Plan section as debt is issued in one year but paid over many years and is therefore better expressed over the life of the Plan.

Exhibit 16: Year-over-Year Debt Service (\$M)

Description	FY 2023 Budget	FY 2024 Budget	\$ Variance	% Variance
Long-Term Debt Interest Expense*	\$145.2	\$143.9	(\$1.3)	(0.9%)
Commercial Paper Program & Other Expenses	0.0	1.1	1.1	0.0%
Debt-Related Fees	0.5	0.6	0.1	20.0%
Total Expenses	\$145.7	\$145.6	(\$0.1)	0%
Principal Repayments – Bonds**	78.0	76.0	(2.0)	(2.6%)
Total Debt Service Budget	\$223.7	\$221.6	(\$2.1)	(1%)

*Includes Build America Bonds (BABs) interest expense net of 32% federal subsidy

** Refunding bonds replace existing debt with an equal amount of new debt and are counted here as zero net new debt issued





DEPARTMENTS

AGENCY SAFETY & COMPLIANCE

Overview

Agency Safety and Compliance develops, implements, and monitors the DART safety program, including the Public Transportation Agency Safety Plan (PTASP), in accordance with DART policies and procedures and applicable laws and regulations. The department is the liaison between DART and federal, state, and local governments to ensure the safety and compliance of DART's system, employees, riders, facilities, equipment, and stakeholders.



Divisions

The department has five divisions. **Agency Safety Oversight** is responsible for overall agency safety, including regulatory compliance and accident investigation. **Industrial Safety** oversees facility and equipment and maintenance safety. **Safety Training** facilitates required regulatory safety training for the agency. **Safety Data and Compliance** manages data reporting, tracking, and trending for FTA and TxDOT reporting. Lastly, **Medical Compliance** is responsible for drug and alcohol testing, physical examinations, and all required regulatory examinations and testing for employees and contractors.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$1,275,114	\$1,604,181	\$1,976,148	\$371,966
Benefits	524,137	626,709	811,275	184,566
Services	41,474	435,000	200,000	(235,000)
Materials & Supplies	31,846	63,636	64,790	1,154
Utilities & Communications	5,919	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	31,506	60,351	62,050	1,699
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$1,909,995	\$2,789,878	\$3,114,262	\$324,385

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	15	15
Open FY 2023 Positions	-	7	7
Total FY 2023 Positions (Filled + Open)	0	22	22
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	22	22

FY 2024 Key Initiatives

- Develop safety programs and initiatives to keep employees and customers safe while working and riding the transit system
- Identify leading indicators of potential hazards via:
 - > Policy development
 - > Hazard investigation
 - > Data collection
 - > Risk analysis
 - > Oversight programs
 - > Information sharing

Key Performance Indicators

- Accident frequency rate for bus
- Accident frequency rate for rail
- Accident frequency rate for streetcar
- Number of safety violations
- Number of preventable accidents
- Number of hazard risk assessments

FY 2023 Accomplishments

- Reduced rail and streetcar accidents
- Reduced safety violations
- Reduced red signal violations

BOARD SUPPORT

Overview

Board Support provides administrative support to the Board of Directors, primarily by:

- Ensuring public meetings meet all legal requirements
- Managing Board member requests
- Coordinating Board/committee meeting materials and schedules
- Maintaining official documents of all Board/committee meetings, as well as confidential Board personnel files

The department also provides administrative support to Trial Board members, who render decisions on final appeals regarding employee grievances, and Administrative Law Judges, who render decisions on DART contract disputes. The Board Administrator serves as Secretary to the Trial Board and as Administrative Law Secretary.

CEO Goals



Engagement for Impact



Strategic Leadership with the Board

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$350,996	\$402,681	\$403,074	\$393
Benefits	153,813	179,561	187,630	8,069
Services	156,041	214,473	214,474	1
Materials & Supplies	14,267	28,542	28,672	131
Utilities & Communications	3,908	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	240,533	306,509	337,520	31,011
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$919,559	\$1,131,766	\$1,171,370	\$39,604

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	5	5
Open FY 2023 Positions	-	-	-
Total FY 2023 Positions (Filled + Open)	0	5	5
New FY 2024 Positions	-	1	1
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	1	1
Total FY 2024 Positions	0	6	6

FY 2024 Key Initiatives

- Redesign the Board Member Orientation Program
- Create a returned grievances library for the Trial Board
- Prepare a procedural manual for Board member travel
- Strengthen our presence and level of service with our various stakeholders

FY 2023 Accomplishments

- Completed a total departmental revamp, including reclassifying every position
- Instituted enhanced employee training with an intense cross-training element

BUS OPERATIONS

Overview

Bus Operations directs the daily operation of a fleet of 570 buses transporting more than 82,000 riders across a service area about twice the size of San Antonio (700 square miles). The department employs more than 1,700 bus operators, mechanics, and supervisory and administrative staff in providing world-class service to our customers.

Divisions

Bus Operations is divided into three regions—Northwest, East Dallas, and South Oak Cliff (covering all routes in the southern part of our service area)—plus Bus Operations Training. The training team provides technical, behavioral, and customer service training to all bus operators, including new operator training, collision avoidance, return to work training, advanced customer service training, refresher training, and ride checks.

Bus Support Services includes Transit Center Services (TCS), Bus Dispatch (Control Center), and Bus Field Supervision.

TCS staff proactively manage transit centers and/or rail stations and actively engage the public. Station concierges and supervisors staff 10 transit centers and all rail stations seven days a week.

The Bus Control Center operates 24 hours a day, 365 days a year, with 12 dispatchers who oversee, coordinate, and provide two-way radio communication support to bus operators, field supervisors, and maintenance service trucks. This includes notifying field personnel of accidents, bus delays, service disruptions, maintenance road calls, bus bridges, special events, or street closures.

Bus Field Supervisors monitor all routes for on-time service and alleviate any delays. Service restoration techniques include running in reverse or express, changing operators or buses, holding back, or filling in from another route. Field Supervisors are also in place for bus bridges when train service is disrupted, and they provide customer service to affected riders.

CEO Goals



Vision & Innovation



Engagement for Impact

Bus Maintenance is responsible for the repair, maintenance, and upkeep of approximately 570 fixed-route buses and 760 support vehicles and equipment. Bus service facilities operate 24/7 in all three bus garages. Non-revenue vehicle (NRV) maintenance is in a standalone facility.

Central Support handles all scheduled bus maintenance, rebuilding major and small vehicle components, major campaign modification support, and capital program support for DART’s bus fleet. This unit ensures new buses are ready for revenue service and determines when buses are to be retired from service. Bus Body Support is responsible for preventive maintenance, major and minor accident repair, and upholstery rebuilding.

NRV Service manages preventive and corrective maintenance, servicing, campaigns, fleet modifications, vehicle replacement, new vehicle make-ready, retired vehicle disposal, and cleaning of all DART’s support vehicles.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$110,412,912	\$128,422,650	\$130,468,621	\$2,045,971
Benefits	53,853,364	59,924,516	61,880,493	1,955,977
Services	8,881,869	8,302,356	8,300,352	(2,004)
Materials & Supplies	23,981,176	27,116,990	30,706,698	3,589,707
Utilities & Communications	1,905,769	1,915,380	1,905,795	(9,585)
Claims & Insurance	(412,822)	(410,556)	(410,556)	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	1,247,223	1,045,058	1,048,705	3,646
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$199,869,490	\$226,316,396	\$233,900,107	\$7,583,712

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	1,488	172	1,660
Open FY 2023 Positions	48	18	66
Total FY 2023 Positions (Filled + Open)	1,536	190	1,726
New FY 2024 Positions	55	-	55
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	55	0	55
Total FY 2024 Positions	1,591	190	1,781

FY 2024 Key Initiatives

- Hire 15 full-time employees to reopen and staff eight transit centers, providing shelter from extreme weather and concierge service to customers
- Reduce operator assaults, which have increased 40 percent in the last two years, through a joint effort with the Bus Operations Training team, DART Police, and ATU
- Engage all levels of management in riding buses to observe, engage operators, and report safety or cleanliness concerns
- Improve reliability of connections for bus riders and overall on-time performance using data from the TransitMaster system
- Reduce late pullouts and improve Zonar and vault probing

Key Performance Indicators

- Ridership revenue miles
- Passengers per mile
- Farebox recovery ratio
- Complaints per 100,000 passengers
- On-time performance
- Mean distance between service calls
- Accident frequency rate

FY 2023 Accomplishments

- Restored fixed-route bus service to pre-pandemic levels and fully staffed bus operator positions
- Restructured attendance coding to better monitor operator absences
- Initiated rapid recovery correction training, reducing intersection accidents

BUSINESS INNOVATION

Overview

Business Innovation supports exceptional rider and employee experiences through the pursuit of innovative thinking, practices, and tools. Key responsibilities include administration and project management of the GoPass App (now licensed to 10 agencies), program management of DART's rider-facing digital capabilities, early-stage project readiness assessments, and support for special projects.

CEO Goals



Vision & Innovation

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$546,199	\$804,398	\$837,780	\$33,382
Benefits	200,310	295,131	303,111	7,979
Services	566,109	628,216	831,165	202,949
Materials & Supplies	5,542	30,367	29,866	(501)
Utilities & Communications	1,790	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	38,774	107,551	123,050	15,500
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$1,358,724	\$1,865,662	\$2,124,972	\$259,310

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	5	5
Open FY 2023 Positions	-	2	2
Total FY 2023 Positions (Filled + Open)	0	7	7
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	7	7

FY 2024 Key Initiatives

- Facilitate world-class development of rider-facing digital tools and capabilities through internal and external partnerships
- Manage the GoPass App platform and development of new best-in-class features and capabilities, as well as onboarding and training support for other transit agencies using the app
- Optimize the DART Kiosk program for ongoing success
- Support the next phase of Customer Experience initiatives

Key Performance Indicators

- Net promoter score
- Increase in GoPass App monthly active users (MAU)
- Number of new GoPass agency partnerships
- Time in weeks to onboard new GoPass agency partners
- On-time responses to GoPass licensing Requests for Proposals (RFPs)

FY 2023 Accomplishments

- Launched industry-first deep integration of Uber with on-demand (GoLink) service, generating up to \$5 million annually in operational savings for DART
- Launched Corpus Christi Regional Transportation Authority on GoPass platform, resulting in transit award for CCRTA
- Integrated RideCo with GoPass to support Tulsa Transit operations
- Formalized DART Customer Experience Playbook
- Added new features to DART.org trip planning tools, including a festive DART vehicle tracker and point-of-interest map enhancements

CAPITAL PLANNING

Overview

Capital Planning develops the long-range Transit System Plan (TSP) and advances key opportunities to enhance the DART system and rider experience. As DART transitions from major rail project expansion into system optimization and modernization efforts, Capital Planning is focused on advancing efforts that benefit operations and riders.

This includes working with agency and city partners to conduct studies, develop policy, projects, or programs, and advance concepts into project development for design and environmental clearance. The group uses tools such as the FTA STOPS Model, the NCTCOG Regional Travel Demand Model, and other analytical tools to forecast travel demand (ridership) and support decision-making. Capital Planning also supports grant strategy, station area/transit-oriented development (TOD) planning, bus facility planning, fleet planning, operational analysis, and other infrastructure improvements that support DART's mission. Capital Planning also oversees the sustainability plan for the agency.

CEO Goals



Vision & Innovation



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$910,855	\$1,162,051	\$1,388,672	\$226,621
Benefits	349,649	427,291	526,938	99,646
Services	27,882	42,200	97,200	55,000
Materials & Supplies	1,979	1,967	2,535	569
Utilities & Communications	-	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	14,240	28,291	43,840	15,549
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$1,304,606	\$1,661,799	\$2,059,184	\$397,385

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	10	10
Open FY 2023 Positions	-	3	3
Total FY 2023 Positions (Filled + Open)	0	13	13
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	13	13

FY 2024 Key Initiatives

- Collaborate with each service area city to develop City Area Plans, near- and medium-term strategies that advance mutual objectives related to mobility and transit (service, facilities, land use plans, innovation) and identify opportunities to leverage funding
- Based on Phase 1 bus corridor evaluation, advance project definition, costs, and policy for new CORE program (Corridor Optimization and Rider Experience) with the goal of completing the Phase 2 study and receiving Board approval of the new program/policy by the end of FY 2024
- Based on new Mobility Hub Guidelines, advance planning, design concepts, and implementation approach for addition of mobility hub elements at transit facilities, which may include new facilities, TOD project integration, and/or facility retrofits
- Develop an implementation program of catalytic TOD projects, zoning/policy tools, and multimodal infrastructure projects to support existing and future transit (bus, rail, streetcar) in downtown Dallas, supported by a \$1 million FTA TOD Planning Grant
- Take advantage of recent state of good repair (SGR) assessments to develop a Bus Operating Facilities Master Plan to modernize, improve efficiency and safety, and support long-term fleet transition, as well as grant requests, with the goal of completing a draft plan by the end of FY 2024
- Support President & CEO in completing a new 10-year Strategic Plan with the goal of Board approval by March 2024

Please note, given reduced peak demands and uncertainty about future travel patterns, we have removed the D2 Subway project from the 20-Year Financial Plan. Funds are in place to continue downtown capacity planning, including ridership monitoring, scenario planning for future capacity needs, and coordination with external agencies.

Key Performance Indicators

- Number of DART/City Area Plans completed
- Number of mobility concepts developed

FY 2023 Accomplishments

- Completed the Value of Transit Study and Mobility Hub Guidelines
- Completed Phase 1 of the Bus Corridor Improvement Program
- Completed two progress reports on the Sustainability Plan and the 2045 TSP
- Installed two public EV chargers at Illinois and Glenn Heights with NCTCOG grant
- Completed strategic design process and drafted the Strategic Plan

CAPITAL PROGRAM DEVELOPMENT

Overview

Capital Program Development has the primary responsibility for design, construction, real property acquisition, economic development, system integration, and acceptance of major capital projects. The department also furnishes engineering services and support to Operations and other departments on request. The Chief Development Officer directs the activities of the department and reports directly to the President & CEO.

Divisions

Major Capital Programs (also known as Capital Design & Construction) is responsible for the design, construction, testing, and acceptance of capital projects, including light rail and streetcar expansions, commuter rail, and other assigned projects, including state of good repair (SGR).

Real Estate and Economic Development leads and oversees the Office of Real Estate, Railroad Right of Way (RROW) Management, and Economic Development to achieve a diverse set of transit-supportive and real estate asset management outcomes, including:

- Transit-oriented and economic development at and around DART stations
- Partnerships with tenant railroads and other third parties operating within DART RROW
- Maintaining highest and best use of all assets within DART's real estate portfolio
- Generating of revenue from DART's real estate assets
- Real estate and RROW asset acquisition and management

Development Program Support independently supports Development capital projects and serves as a check and balance in capital project support functions. Functions performed by this division include quality program oversight, document control, technology support/liaison, project controls, and systems safety. Systems safety encompasses construction safety, safety and security certification, and systems integration and startup.

CEO Goals



Vision & Innovation



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$3,021,715	\$4,408,642	\$3,963,701	(\$444,941)
Benefits	1,150,653	1,593,930	1,467,091	(126,839)
Services	773,685	1,866,321	1,720,522	(145,799)
Materials & Supplies	10,618	31,611	33,224	1,613
Utilities & Communications	14,015	17,878	17,878	-
Claims & Insurance	-	-	-	-
Purchased Transportation	163,286	98,492	98,492	-
Leases, Rentals, Taxes, & Other	208,434	159,982	175,166	15,184
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$5,342,404	\$8,176,857	\$7,476,074	(\$700,782)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	40	40
Open FY 2023 Positions	-	3	3
Total FY 2023 Positions (Filled + Open)	0	43	43
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	43	43

FY 2024 Key Initiatives

- Advance completion of the Silver Line Program, including beginning segmented testing by Q3 FY 2024, with all real estate acquired and all major elements of construction near completion
- Maintain and support TOD partnerships within service area cities and as outlined in existing agreements, and identify at least two new partnership opportunities

- Add value to the overall DART system, particularly significantly underused property identified in the TOD inventory and reflected in the quarterly parking utilization surveys
- Support the design, project controls, and construction elements of the System Modernization Program
- Collaborate with service area cities and transportation partners to expand mobility opportunities and develop more sustainable land use throughout DART's service area
- Develop a state of good repair (SGR) program for DART assets based on the outcomes of the 2023 SGR assessment
- Manage construction of the Walnut Hill Facility and Consolidated Dispatch and Command Center

Key Performance Indicators

- Percent completion of the Silver Line design and construction
- Percent completion of all other capital projects
- Adherence to capital program schedule and budget
- Number of surplus properties disposed

FY 2023 Accomplishments

- Entire Silver Line alignment is available for construction and all 10 stations are at some stage of construction
- Negotiated Silver Line project advancement, resulting in a revised re-baseline schedule and program budget
- Successfully negotiated an interlocal agreement (ILA) with NCTCOG on the Cotton Belt Hike and Bike Trail and successfully identified funding for Phase 1 and 2 elements
- Eight TOD partnerships are at various stages of solicitation or development, including six in Dallas and two in Garland, and another four are ongoing in Addison (1), Carrollton (1), Richardson (1), and DART (1)
- Initiated 2024 TOD Economic Impact analysis with the University of North Texas.
- Increased use of document management function and establishment of new projects in Masterworks through increased training and use support and development of user guides
- Consolidated organizational engineering and design functions to optimize delivery of technical capital project and SGR support throughout the organization
- Finalized design of the Walnut Hill training facility

CHIEF OF STAFF

Overview

The Chief of Staff team represents the “voice of the customer” (VoC), recognizing that improving the customer experience positively impacts the entire agency, including ridership, revenue, brand affinity, brand health, and cost-effectiveness. The team focuses on five areas:

1. Developing a more customer-centric agency culture
2. Removing barriers across functions to improve speed to market of new programs and service capabilities
3. Educating employees on the value of VoC and tying their roles to customer impact
4. Identifying customer-focused solutions and opportunities throughout the customer journey
5. Establishing a continuous customer intelligence feedback loop to deliver improved customer service

The team also takes on special cross-functional projects that support policy improvements and streamlined administration of the agency.

CEO Goals



Vision & Innovation



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$104,731	\$433,324	\$702,292	\$268,967
Benefits	30,059	111,097	256,408	145,311
Services	-	149,999	1,715,000	1,565,001
Materials & Supplies	(409)	15,195	306,170	290,975
Utilities & Communications	960	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	1,016	116,001	204,000	87,999
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$136,356	\$825,616	\$3,183,869	\$2,358,253

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	4	4
Open FY 2023 Positions	-	2	2
Total FY 2023 Positions (Filled + Open)	0	6	6
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	6	6

FY 2024 Key Initiatives

- Create a digital library accessible to everyone that houses all customer intelligence for the agency by April 2024
- Design a Customer Segmentation Study to better serve different rider populations based on their riding habits, lifestyles, and transportation decisions, with the goal of presenting results in January 2024
- Convene an online panel of riders by June 2024 to quickly provide feedback on identified topics, such as new product or service ideas or messaging
- Deploy the annual Customer Satisfaction Survey in May 2024 to monitor the effect of our efforts against key satisfaction drivers, overall satisfaction, and our Net Promoter Score, our primary customer experience benchmark, with the goal of presenting results to the Board in September 2024
- Develop an agency-wide plan for cultural change that better integrates the customer experience into all agency functions for deployment in FY 2025 in alignment with the FY 2025 budget and goals

FY 2023 Accomplishments

- Wrote an internal and external Customer Experience (CX) Plan that explains DART's approach, research, and CX improvement projects DART is engaged in
- Built a consulting relationship with Medellin Metro to inform a culture program that addresses security, cleanliness, and reliability issues

COMMUNICATIONS STRATEGY

Overview

Communications Strategy proactively drives corporate brand identity and company culture through internal and external channels, leveraging media relationships, marketing initiatives, social media, speaking engagements, employee communications, and more. The department as it exists now is being restructured to include a new Chief Communications Officer.

CEO Goals



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$419,266	\$608,867	\$1,032,756	\$423,889
Benefits	180,438	252,798	397,707	144,909
Services	148,599	461,702	610,700	148,998
Materials & Supplies	77	3,966	154,550	150,584
Utilities & Communications	1,748	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	60,088	124,503	232,625	108,122
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$810,216	\$1,451,836	\$2,427,338	\$976,503

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	6	6
Open FY 2023 Positions	-	4	4
Total FY 2023 Positions (Filled + Open)	0	10	10
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	10	10

FY 2024 Key Initiatives

- Ensure clarity, efficiency, and consistency in how the agency communicates
- Enhance the DART brand through the art of storytelling
- Position DART as a global thought leader throughout the industry and the region
- Build and nurture a diverse, inspired, and high-performing workforce

FY 2023 Accomplishments

- Surveyed Board members on communication shortcomings and preferences
- Began assembling an executive communications team and developing an agency-wide communication strategy
- Identified and catalogued communication roles, responsibilities, and products throughout the agency
- Developed a framework to position the President & CEO as a global thought leader

COMMUTER RAIL (TRINITY RAILWAY EXPRESS)

Overview

The Trinity Railway Express (TRE) is jointly owned by DART and Trinity Metro and provides service along a 33.6-mile corridor between downtown Dallas at EBJ Union Station and downtown Fort Worth at T&P Station. Commuter Rail manages TRE operations and services for DART by keeping operational equipment and the maintenance facility, as well as the railroad right of way assets in a state of good repair. The department also oversees the 10-year regional operations and maintenance (O&M) contract that outlines services provided to TRE. (FY 2024 is the eighth year of the contract).

CEO Goals



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$980,746	\$1,275,591	\$919,664	(\$355,927)
Benefits	360,136	466,277	355,824	(110,453)
Services	384,694	709,004	709,004	-
Materials & Supplies	12,083	17,665	17,275	(390)
Utilities & Communications	200,200	253,523	253,523	-
Claims & Insurance	2,784,206	3,249,930	3,370,096	120,166
Purchased Transportation	28,275,813	29,392,549	31,221,376	1,828,827
Leases, Rentals, Taxes, & Other	28,181	67,727	67,728	1
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$33,026,058	\$35,432,267	\$36,914,490	\$1,482,223

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	7	7
Open FY 2023 Positions	-	3	3
Total FY 2023 Positions (Filled + Open)	0	10	10
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	1	1
Total FY 2024 Position Changes (New-Elim)	0	(1)	(1)
Total FY 2024 Positions	0	9	9

FY 2024 Key Initiatives

- Maximize revenues while protecting current and future use of assets for transit purposes
- Continue to improve TRE equipment and facilities to enhance the rider experience, including daily contractor meetings to review equipment reliability and performance and spot checks to ensure service quality meets expectations
- Improve on-time performance to 97 percent
- Increase ridership by highlighting new pathways for riders to access various locations throughout North Texas

Key Performance Indicators

- On-time performance
- Contractor invoice accuracy

FY 2023 Accomplishments

- Modified operating schedule without train delays during construction and ridership improvement projects
- Built and maintained relationships with NCTCOG, BNSF, TEXRail, and DGNO to provide better customer service across the board

DIVERSITY & VENDOR MANAGEMENT

Overview

Diversity and Vendor Management (DVM) administers and executes the agency's Disadvantaged Business Enterprise (DBE), Minority/Women-Owned Business Enterprise (M/WBE), and Small Business Enterprise programs. In addition, the department keeps our minority and women business community engaged and educated about DART's procurement opportunities.



Divisions

Vendor Management manages the DBE, M/WBE, and small business programs, including setting contract goals, contract compliance, hosting vendor and pre-bid meetings, and representing DART in the M/WBE business community.

Outreach works with DART's minority business partners and women business organizations to ensure they are aware of and included in all facets of our procurement activities.

DVM will also be adding a **Vendor Performance** team toward the end of FY 2023.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$820,565	\$1,378,899	\$665,591	(\$713,308)
Benefits	357,011	565,849	283,602	(282,247)
Services	148,186	255,988	103,764	(152,224)
Materials & Supplies	5,309	3,941	15,160	11,219
Utilities & Communications	1,976	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	18,980	57,500	83,000	25,500
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$1,352,027	\$2,262,177	\$1,151,117	(\$1,111,060)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	7	7
Open FY 2023 Positions	-	1	1
Total FY 2023 Positions (Filled + Open)	0	8	8
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	8	8

FY 2024 Key Initiatives

- Achieve 29 percent DBE participation and new goal for M/WBE participation (the participation rate is the percentage spent with DBE or M/WBE businesses out of the total spent)
- Establish a more comprehensive small business program
- Increase outreach to and participation of veterans and veteran-owned businesses
- Host Small Business Academy alumni event
- Partner with Goldman Sachs 10,000 Small Businesses program

Key Performance Indicators

- M/WBE participation rate
- DBE participation rate on federally funded procurements

FY 2023 Accomplishments

- Achieved 61 percent M/WBE participation in agency procurements, a record for DART, and awarded 40 percent of new contracts to M/WBE firms (both in Q1)
- Completed the first year as a member of APTA's Racial Equity Pilot Program

EEO & CULTURAL ENGAGEMENT

Overview

EEO & Cultural Engagement develops, evaluates, implements, coordinates, and monitors DART’s Equal Employment Opportunity (EEO) Program. It also ensures compliance with the Americans with Disabilities Act (ADA), as well as Title VI and Title VII of the Civil Rights Act.



Divisions

Civil Rights is charged with ADA and Title VI compliance, and they ensure that transit-dependent, historically marginalized, minority, and/or disabled populations are treated fairly in all DART services, activities, and programs.

Diversity and EEO develops and manages DART’s EEO Plan. They are responsible for investigating EEO discrimination complaints, providing diversity and EEO training, and overseeing a focused recruitment and diversity strategy.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	-	-	\$640,357	\$640,357
Benefits	-	-	260,625	260,625
Services	-	-	190,850	190,850
Materials & Supplies	-	-	1,865	1,865
Utilities & Communications	-	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	-	-	45,250	45,250
Capital & Reserves	-	-	-	-
Total Operating Expenses	-	-	\$1,138,947	\$1,138,947

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	4	4
Open FY 2023 Positions	-	3	3
Total FY 2023 Positions (Filled + Open)	0	7	7
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	7	7

FY 2024 Key Initiatives

- Fill remaining vacant positions
- Convene an agency-wide Limited English Proficiency (LEP) Committee to establish LEP policy and procedures and develop a language access plan that ensures community members can access DART services without language barriers
- Purchase compliance software to streamline the department’s activities and improve file management for EEO investigations

Key Performance Indicators

- On-time completion of EEO investigations

FY 2023 Accomplishments

- Submitted the required (and Board-approved) 2023 Title VI program update to the Federal Transit Administration (FTA) outlining how DART is prohibiting discrimination against protected classes in our operations
- Completed 100 percent of EEO investigations on time

ENGINEERING & CONSTRUCTION

Overview

Engineering and Construction solves complex problems and delivers timely technical solutions to transform DART's transportation system. The department provides engineering and technical support services through capital project scope development, project management, and project execution to ensure security, cleanliness, and fleet and systems reliability.

Their objective is to improve operations performance and maintain compliance in five areas:

1. Asset availability
2. Asset management
3. Regulatory compliance
4. Customer initiatives
5. Safe workplace

Divisions

Fleet Engineering includes Bus and Rail Fleet Engineering, as well as Warranty And Maintenance Services. Bus Fleet Engineering manages fleet replacement and compressed natural gas (CNG) fuel contracts, oversees the zero-emission program, and supports major equipment replacement. Rail Fleet Engineering manages fleet replacement, supports major capital programs for light rail vehicles (LRV), and provides LRV and streetcar technical support. Warranty and Maintenance Services includes investment recovery and warranty administration, failure analysis support, a fluids analysis program, and oversight of the tool calibration program.

Facilities and Construction provides on-call construction and construction management services.

Reliability Engineering/Configuration Management oversees the asset management program, performs state of good repair (SGR) assessments, coordinates accident/incident condition assessments, and develops next-generation technology.

CEO Goals



Vision & Innovation

Commuter Rail and Infrastructure Support supports TRE maintenance-of-way infrastructure, develops the scope for and executes capital projects, and oversees the bridges and tunnels program.

Streetcar and Systems Engineering oversees the streetcar program, as well as systems engineering and facilities/systems design, and provides capital project support.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$3,404,447	\$4,318,548	\$5,103,678	\$785,130
Benefits	1,417,170	1,753,011	1,993,147	240,136
Services	827,327	3,602,254	4,159,426	557,172
Materials & Supplies	42,327	125,466	123,433	(2,033)
Utilities & Communications	12,425	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	75,722	135,570	160,016	24,446
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$5,779,417	\$9,934,850	\$11,539,700	\$1,604,850

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	42	42
Open FY 2023 Positions	-	8	8
Total FY 2023 Positions (Filled + Open)	0	50	50
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	50	50

FY 2024 Key Initiatives

- Execute the solicitation for program management consultants (PMC) for the System Modernization Program
- Execute the solicitation for procurement of up to 95 new light rail cars
- Initiate procurement and Notice to Proceed (NTP) for baseline SGR condition assessments
- Complete Passenger Information Display Systems (PIDS) project
- Complete survey to incorporate air conditioning systems in bus and rail maintenance facilities
- Implement two pilot or proof-of-concept technology innovations that enhance fleet or systems reliability and/or SGR condition assessments
- Complete remaining bridge and tunnel consultant inspections and contractor repairs of aging infrastructure
- Complete construction of the Consolidated Dispatch and Command Center (CDCC) and move in critical functions
- Install backup generators at various operating facilities for the severe weather initiative

FY 2023 Accomplishments

- Completed the design and initiated construction of the CDCC
- Retrofitted the entire bus fleet with vinyl seats (replacing cloth)
- Received and placed the first Proterra ZX5 long-range battery electric bus into service
- Initiated the design for installing backup generators at all high-priority facilities
- Provided the NTPs for the Unified Signal System Evaluation Study and the Rail Winterization Evaluation Study, both core elements of the System Modernization Program
- Completed Phase 1 of the FTA Real-Time Asset Management project to maintain a state of good repair and service reliability by monitoring rail stations, tracks, bridges, tunnels, and highway rail crossings with real-time digital technology
- Initiated third-party SGR condition assessment

FINANCE

Overview

Finance effectively and innovatively stewards DART's financial resources, influences major business decisions, and provides astute fiscal management. Day to day, the department collects passenger fares, manages DART's payroll, meets payment obligations on time, and collects and provides financial information to internal and external stakeholders.

Divisions

Accounting, led by the Controller, maintains DART's financial records, issues financial reports that help DART and its stakeholders make informed decisions, and pays employees and vendors timely and accurately. Accounting includes Financial Reporting, Accounts Payable, Corporate Card Administration, and Payroll.

Financial Planning and Analysis develops and manages the annual operating and capital budgets and long-range financial plans, including reporting regularly on financial performance to the Board. Additionally, this team is responsible for revenue tracking and reporting and business analysis project support.

Payment Systems and Statistical Reporting (PSSR) prepares monthly, quarterly, and annual ridership reports, financial data, and agency service and safety data for state and federal regulatory agencies. This team also oversees DART's state-of-the-art integrated electronic fare payment, distribution, collection, and processing system, as well as processing cash collected from fare boxes and ticket vending machines (TVMs) and maintaining all fare equipment.

Treasury is responsible for managing DART's cash, investments, and debt in strict compliance with federal and state law, Board resolutions, and debt covenants. This team also searches for, secures, and monitors all federal, state, and other grant funding.

Risk Management protects DART's human, physical, financial, and intellectual assets. The team manages DART's insurance programs (including procurement), tort liability claims, and integrated disability programs, including workers' compensation, the Employee

CEO Goals



Vision & Innovation



Strategic Leadership with the Board

Assistance Program, and the federally mandated Family and Medical Leave Act (FMLA) program.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$6,529,533	\$8,688,181	\$9,078,666	\$390,486
Benefits	3,017,370	3,725,454	3,875,308	149,854
Services	5,568,058	5,607,471	5,790,390	182,919
Materials & Supplies	460,862	202,322	201,301	(1,021)
Utilities & Communications	20,783	480	480	-
Claims & Insurance	6,243,943	9,720,000	7,720,000	(2,000,000)
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	38,328	165,186	164,186	(1,000)
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$21,878,876	\$28,109,093	\$26,830,331	(\$1,278,762)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	17	73	90
Open FY 2023 Positions	-	18	18
Total FY 2023 Positions (Filled + Open)	17	91	108
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	17	91	108

FY 2024 Key Initiatives

- Begin replacement of the Enterprise Resource Planning (ERP) system in partnership with Technology

Key Performance Indicators

- Administrative ratio (administrative costs as a percentage of direct operating costs)
- Subsidy per passenger (all modes)
- Percentage of invoices paid within 30 days
- Cost per liability claim
- Cost per workers' compensation claim
- Percentage of employees using EAP services

FY 2023 Accomplishments

- Developed a five-year Capital Improvement Program (CIP) in collaboration with Capital Planning that identifies capital projects and equipment purchases and outlines the schedule and funding for them (included in this report)
- Earned the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for our audited annual financial statements for the 11th year in a row
- Achieved High Performer status for DART's workers' compensation program, as assessed by the Texas Department of Insurance—Division of Workers' Compensation

OFFICE OF GENERAL COUNSEL

Overview

The Office of General Counsel (OGC) reports directly to the Board and provides expert legal advice and services to the agency, including executive staff and the Board, in all areas of law, including litigation, real estate, personnel/labor relations, employment, civil rights, procurement, local/federal funding, public information and open meetings, intellectual property, legislative, transportation, and overall general legal matters.

The OGC serves as DART’s counsel in all matters of litigation and dispute resolution in all local, state, and federal forums, including courts of appeals, administrative proceedings, arbitration, mediation, and other administrative hearings.

CEO Goals



Strategic Leadership with the Board

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$2,036,246	\$2,241,721	\$2,361,137	\$119,416
Benefits	763,324	813,703	859,033	45,329
Services	282,238	848,825	838,824	(10,001)
Materials & Supplies	10,501	3,705	3,900	195
Utilities & Communications	2,295	-	-	-
Claims & Insurance	1	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	48,169	153,881	163,881	10,000
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$3,142,773	\$4,061,835	\$4,226,775	\$164,940

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	18	18
Open FY 2023 Positions	-	1	1
Total FY 2023 Positions (Filled + Open)	0	19	19
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	19	19

FY 2024 Key Initiatives

- Assist staff in securing any remaining real estate needed to construct the Silver Line and in executing trackage rights agreements with freight railroads that will operate on the Silver Line, as well as handle any lawsuits that seek to delay or stop construction or operation
- Optimize business and litigation strategies related to capital construction projects
- Evaluate all litigation cases (about 100) to assign a value to each case and use applicable governmental immunities to mitigate claims/damages and reduce DART's liability exposure
- Conduct succession planning and training to assure continuity of legal services
- Continue to identify opportunities to mitigate or neutralize conflicts
- Obtain a working knowledge of the Sales and Use Tax subchapter of DART's enabling statute to develop strategic positions and potential outcomes

Key Performance Indicators

- Number of pending litigation cases
- Percentage of Statement of Financial Interest and Affiliation forms completed

FY 2023 Accomplishments

- Developed and launched new virtual training on ethics, conflicts, gratuities, and required disclosures that includes a competency exam at the end of the course
- Amended Board bylaws to centralize two-thirds voting requirements in one document
- Reviewed more than 50 legislative bills, tracked several that impacted DART, and assisted with substitute language on two key bills

GOVERNMENT & COMMUNITY RELATIONS

Overview

Government and Community Relations manages DART's legislative agenda at the federal, state, regional, and service area city level, as well as relations with more than 300 elected officials. The department also builds and maintains relationships with community stakeholders, including businesses, chambers of commerce, schools and school communities, advocacy groups, and neighborhood groups and associations, and coordinates the Citizens Advisory Committee (CAC). Additionally, the team provides Safety and Transit Education to area schools, scout groups, recreation centers, and others, and coordinates activities like the annual DART Student Art Contest.

CEO Goals



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$793,749	\$1,103,258	\$987,579	(\$115,678)
Benefits	339,383	466,410	440,622	(25,787)
Services	510,645	894,000	904,000	10,000
Materials & Supplies	24,450	60,452	57,535	(2,917)
Utilities & Communications	5,841	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	26,318	107,702	120,600	12,898
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$1,700,386	\$2,631,821	\$2,510,337	(\$121,484)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	7	7
Open FY 2023 Positions	-	6	6
Total FY 2023 Positions (Filled + Open)	0	13	13
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	13	13

FY 2024 Key Initiatives

- Communicate weekly with the Board regarding key items, including updates on federal and state legislative activity, service area city council agendas, and reports from the CAC and Regional Transportation Council (RTC)

FY 2023 Accomplishments

- Coordinated the submission of five projects for Community Project Funding through the FY 2023 Transportation/Housing and Urban Development Appropriations bill
- Educated the community about public transit and DART at nearly 140 community meetings and outreach events
- Increased awareness of and safety around Silver Line construction areas through 47 community, business organization, and residential events
- Hosted DART's signature annual events, including the Student Art Contest, the Older Americans Health Fair, and Bike to Work Day

HUMAN RESOURCES

Overview

Human Resources' mission is to be a center of excellence in attracting, hiring, engaging, developing, rewarding, and retaining the best employees necessary to meet DART's business and talent challenges to support our customers now and in the future.

The department focuses on building a diverse and talented workforce with the knowledge, experience, and skills to ensure DART is a transit industry leader and fostering a best-in-class work environment for employees to thrive.

Divisions

HR's divisions capture the entire employee experience life cycle, from external recruitment and new employee experience to employee development and work environment.

The **Talent Acquisition** team sources talent, developing strategies and processes to identify and attract sufficient qualified candidates to meet agency goals and projected growth.

Benefits Administration prepares employee benefits and compensation packages to attract the best talent. The team processes all benefits offerings for more than 3,400 employees, including medical, dental, vision, flexible spending insurance, pension plans, 401(k) and 457 plans, paid time off, and compensation.

The **Compensation Team** maintains and updates classifications for all positions at DART, including evaluating requests for reclassification. The group also oversees salary market reviews, conducts salary analysis for all new hires and promotional requests, and recommends salary adjustments based on research and evaluation of market factors and internal equity considerations.

Organizational Development provides training, tools, coaching, and consulting to employees to achieve individual, team, and organizational effectiveness.

CEO Goals



Employer of
Choice

The **Employee Engagement** team creates channels of communication and engagement during each stage of the employee experience through operation of the Employee Resource Center and Employee Services Center (mail room and reprographics). These provide live employee-facing opportunities to share agency program information, benefits assistance, and counseling on resources offered by HR.

Employee and Labor Relations (ELR) exists to create a safe and engaging work experience for everyone and function as a bridge between staff and management. This group offers various interventions, including problem solving, mediation, training, and counseling. ELR offers balanced advocacy for both management and individual employees to protect their respective rights and facilitate a more harmonious work environment.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$2,189,943	\$3,032,499	\$3,482,537	\$450,038
Benefits	995,681	1,327,885	1,503,911	176,027
Services	763,140	1,021,302	1,385,000	363,698
Materials & Supplies	149,871	313,742	214,385	(99,357)
Utilities & Communications	5,569	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	295,914	542,148	451,587	(90,561)
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$4,400,117	\$6,237,575	\$7,037,421	\$799,845

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	39	39
Open FY 2023 Positions	-	4	4
Total FY 2023 Positions (Filled + Open)	0	43	43
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	43	43

FY 2024 Key Initiatives

- Review current compensation policies and procedures and gather feedback from stakeholders to create recommended compensation guidelines
- Update and consolidate the Hourly Employee and Administrative Employee manuals
- Expand delivery and integration of the Crucial Conversations communication methods agency-wide and introduce the companion training program, Crucial Accountability
- Introduce a formal coaching program
- Develop a new Service Award Program, as well as other opportunities to recognize committed and excellent employees

Key Performance Indicators

- Number of employee separations
- Employee attrition rate
- Number of employees hired
- Average number of days to fill position
- 401(k) participation rate
- Number of participants in employee development
- Number of participants in People Leader Training
- Number of participants in new employee orientation
- Satisfaction with training instructor
- Satisfaction with training content
- Number of Trial Board appeals
- Number of general grievances/complaint appeals to the President

FY 2023 Accomplishments

- Reached full staffing for bus and rail operators for the first time in many years, and filled 90 percent of positions overall
- Implemented the People Leader Training program and trained more than 400 supervisors and managers
- Relunched the Leadership DART and Executive DART programs in partnership with the SMU Cox School of Business
- Acted on the results of the agency-wide compensation study to ensure DART's salary structure is competitive and supports employee retention


INTERNAL AUDIT

Overview


Internal Audit protects organizational value and enhances operations through objective risk-based assurance, advice, and insight. Per DART’s Internal Audit Charter and the Audit Committee Charter, Internal Audit operates as an independent appraisal function within DART, reporting directly to the Board. The department develops the annual audit plan for approval by the Audit Committee and directs the audits for the agency.

Internal Audit assists management in systematically identifying and evaluating significant risk exposures and optimizing risk management, control systems, and governance processes. However, Internal Audit is not an internal control and does not set or establish policy; management has the primary responsibility for making sure internal controls are working properly.

CEO Goals



Engagement for Impact



Strategic Leadership with the Board

Divisions

Internal Audit covers three audit areas: **Contract and Construction Auditing**, **Operational/Financial Auditing**, and **Information Technology Auditing**.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$700,459	\$813,281	\$822,069	\$8,788
Benefits	291,955	331,619	334,821	3,202
Services	477,868	394,900	400,950	6,050
Materials & Supplies	591	1,755	1,755	-
Utilities & Communications	-	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	6,593	21,425	21,425	-
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$1,477,466	\$1,562,980	\$1,581,020	\$18,040

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	8	8
Open FY 2023 Positions	-	1	1
Total FY 2023 Positions (Filled + Open)	0	9	9
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	9	9

FY 2024 Key Initiatives

- Complete the annual audit plan
- Continue to employ an audit process that focuses on business objectives, risks to achieving those objectives, and controls to mitigate the risks; the department will issue reports for the Audit Committee to review as completed
- Monitor construction of the Silver Line project to include progress billings, project controls, safety, quality controls, and change management processes
- Follow up on reported issues to ensure action plan completion

Key Performance Indicators

- On-time issuance of reports upon field work completion

FY 2023 Accomplishments

- Completed the annual audit plan successfully and on time
- Issued reports within 30 days after the end of field work and followed up to ensure action plan completion

LIGHT RAIL OPERATIONS

Overview

Light Rail Operations oversees light rail service delivery, personnel scheduling and assignments, operator training, service monitoring, performance analysis, and evaluation, and staff compliance with rules and procedures. The department also performs condition-based, corrective, campaign, and scheduled maintenance on DART's light rail and Dallas Streetcar vehicles, as well as on the Central Rail Operating Facility (CROF) and Northwest Rail Operating Facility (NWROF).

Divisions

Rail Operations Administration schedules, monitors, and evaluates rail operator performance in compliance with all applicable rules and procedures. The division also includes Emergency Management, which focuses on standard operating procedures, communication with key stakeholders, and emergency coordination protocols. Rail Technical Support reviews and tracks signal safety operations for compliance and coordination. Operations Support directs and manages train movement between the two rail yards.

The **Train Control Center** monitors and controls train and streetcar movement and responds to Traction Electrification System, tunnel ventilation, and facility-related issues. Train Control provides an integrated environment for coordinating and communicating travel alerts and important DART announcements at rail stations, on board light rail vehicles (LRVs), and with other departments. The team directs troubleshooting of defective equipment and transportation and maintenance personnel during incidents, accidents, and other abnormal conditions.

The **CROF** management team oversees service delivery, personnel scheduling and assignments, operator training, service monitoring, performance analysis and evaluation, and staff compliance with rules and procedures for the CROF, while the **NWROF** team does so for that facility.

The **Rail Operations Training** section ensures adequate training for all rail operators, yard office, and field supervisors, including training and certifying new employees and

CEO Goals



Vision & Innovation



Employer of Choice

retraining and recertifying active employees. In addition, the unit focuses on all areas of service delivery, safety, collision avoidance, and customer service.

Rail Field Operations supervises service delivery and assures smooth field operations.

Rail Maintenance Administration strategically organizes and develops programs, resources, and activities for light rail/streetcar and central shop maintenance. The team oversees the general repair and maintenance of its operating facilities, including all associated buildings and equipment.

Rail Central Support is responsible for the scheduled maintenance of the light rail fleet, rebuilding major and small vehicle components, structural and electronic support, upholstery rebuilding, and capital program support for the light rail and streetcar fleets.

Rail Fleet Maintenance performs condition-based, corrective, campaign, and scheduled maintenance activities including fleet modifications, and servicing of the DART-operated rail fleet. This team strives for continuous improvement with a specific focus on vehicle reliability.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$34,530,671	\$35,799,329	\$36,457,685	\$658,356
Benefits	15,753,716	16,679,754	17,319,177	639,423
Services	890,377	508,304	508,304	-
Materials & Supplies	9,379,436	11,253,761	11,257,498	3,737
Utilities & Communications	264,803	266,293	264,984	(1,309)
Claims & Insurance	(46,462)	(96,804)	(96,804)	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	90,313	450,360	450,360	-
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$60,862,856	\$64,860,997	\$66,161,204	\$1,300,207

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	344	112	456
Open FY 2023 Positions	33	16	49
Total FY 2023 Positions (Filled + Open)	377	128	505
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	377	128	505

FY 2024 Key Initiatives

- Maintain DART’s fleet and operations infrastructure in a state of good repair and provide a safe, secure, and comfortable travel experience for riders
- Practice fiscal responsibility through conscientious asset management and customer focus
- Ensure adequate staffing to meet the challenges of our growing system and exceed our customers’ expectations
- Encourage employee teamwork through continued training and open lines of communication

Key Performance Indicators

- On-time performance
- Mean distance between failures
- Complaints per 100,000 passengers

FY 2023 Accomplishments

- Increased on-time performance to 90 percent
- Decreased wrong routes by 28 percent to 13 routes from 18
- Improved mean distance between service calls by 53 percent, to 30,907 miles traveled from 16,523
- Converted all LRV destination signs to digital LED displays, which are more reliable and easier to read, program, and maintain
- Decreased offloads by eight percent, to 172 from 186
- Introduced two “holiday” LRVs to improve the rider experience

MAINTENANCE OF WAY/FACILITY MAINTENANCE

Overview

Maintenance of Way/Facility Maintenance (MOW) consistently maintains DART's light rail system and all facilities in a state of good repair. This encompasses 211.16 miles of double track, including yard track and streetcar track, as well as 64 stations, 2.5 miles of the Dallas Streetcar system, and the Central and Northwest rail operating facilities (CROF and NWROF). The department is also responsible for all bus, light rail, and commuter rail passenger facilities, major administrative facilities, and agency-wide radio communication and security camera systems.

CEO Goals



Vision & Innovation

Divisions

MOW Administration oversees administrative programs, resources, and personnel. The team performs research, technical review, and evaluation for various projects and prepares reporting and correspondence for both internal departments and external parties, including state and federal reporting.

Rail Maintenance Training develops or procures training policies, programs, and schedules based on identified needs, processes, business systems, or changes in products, procedures, and services. They also develop, organize, and maintain online training manuals, a reference library, testing and evaluation procedures, multimedia visual aids, and other educational materials.

Track and Right-of-Way (ROW) inspects, maintains, and repairs all light rail and streetcar tracks. Time-based, corrective, and condition-based maintenance and repairs are performed on all track turnouts/switches, 183 road crossings, various track-related structures, culverts, and other rail-related facilities along the ROW. Additionally, this section enforces a zero-tolerance graffiti program on DART property.

Passenger Amenities/Facility Services inspects, maintains, and repairs passenger facilities systemwide. Time-based, corrective, and condition-based maintenance and repairs are performed on 15 transit centers, 54 LRT at-grade rail platforms, nine LRT aerial platforms, one LRT subsurface platform, six commuter rail platforms, six sheltered

streetcar stations, two park-and-rides, two passenger transfer locations, two transfer centers, 20 enhanced shelters, 31 crew quarters, 1,200 bus shelters, 1,000 benches, 11,000 bus stops/trail blazers, and multiple information pylons, guide-a-rides, and tunnel equipment, including fire life safety equipment. The section is also responsible for the property management of DART Headquarters, DART Police administrative facilities and substations (building maintenance and repair), agency moving services, coffee services, cubicle reconfigurations, furniture procurement, space planning, vending services, and parking garage management at Headquarters.

Traction Electrification System (TES) maintains the traction electrification system for DART's light rail train system. Time-based, corrective, and condition-based maintenance and repairs are performed on 208 miles of overhead catenary, support structures, conductors, cable, hardware, 78 DC traction power substations providing power to the light rail trains and communication and signal systems, nine AC power substations for the tunnel system and facilities maintenance, an automated electric bus charging station, a maintenance facility electric bus charger, and 3,040 station canopy and tunnel alignment lights.

Signal Systems inspects, tests, and conducts preventive maintenance for DART's signal systems to ensure safe scheduled train operations. The section also maintains the switches, signals, Train-to-Wayside Control System (TWC), and traffic preemption along the Dallas Streetcar segment.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$25,313,024	\$27,409,709	\$28,463,292	\$1,053,583
Benefits	11,037,888	11,644,016	12,863,204	1,219,187
Services	11,543,484	13,367,948	15,385,201	2,017,253
Materials & Supplies	4,461,640	5,074,666	6,511,995	1,437,329
Utilities & Communications	11,985,758	11,755,075	15,203,652	3,448,577
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	645,917	949,491	960,460	10,969
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$64,987,711	\$70,200,906	\$79,387,804	\$9,186,899

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	245	88	333
Open FY 2023 Positions	29	3	32
Total FY 2023 Positions (Filled + Open)	274	91	365
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	274	91	365

FY 2024 Key Initiatives

- Maintain DART’s infrastructure in a state of good repair to provide a safe, secure, and comfortable travel experience for riders
- Support new Silver Line facilities as construction is completed
- Ensure adequate staffing to enable the department to more proactively maintain infrastructure

Key Performance Indicators

- On-time performance
- Mean distance between failures
- Complaints per 100,000 passengers

FY 2023 Accomplishments

- Increased weekly bus shelter cleanings by 90 percent and rail station cleanings/power washes by 22 percent
- Responded to about 1,200 incidents of crossing gates struck by vehicles and 4,000 calls for support/corrective repairs from the Train Control Center
- Reduced the number of gate malfunctions at the Downtown Rowlett Station grade crossing and improved vehicle and train traffic in the area
- Replaced 72 obsolete switch machines at the CROF yard
- Created and installed the Butterfly Waystation at Lovers Lane
- Assumed administration and maintenance of the DART camera system and about 7,000 cameras
- Coordinated with DART Police to install temporary cameras in areas of high copper theft and worked with investigators to reduce the number of thefts, reducing the number of train delays

MARKETING & COMMUNICATIONS

Overview

Marketing and Communications (Mar-Comm) develops and implements comprehensive communications, campaigns, and programs to connect our brand and agency initiatives with our riders. Our primary goals are influencing ridership within the cities we serve, increasing farebox and non-farebox revenue, and transforming riders into brand champions by increasing brand regard.

Divisions

The **Marketing Administration** division provides overall strategic direction and oversight, budgeting, Board agenda management, direct mailing services, and part-time/temporary administration. The division also includes Communications and Audiovisual, which is responsible for telling DART's story using a consistent brand voice and multichannel approach to reach various customer segments. This team consists of Content Strategy and Copywriting, City Communicator Outreach, and Audiovisual, Photography, and Videography.

Marketing and Advertising is responsible for strategic marketing planning, project management, event management, and creative executions tied to agency goals and marketing initiatives. This division consists of Strategic Marketing, Media Services, and Creative Services.

The **Marketing Services** division is responsible for increasing ridership and through bulk sales of transit passes and advertising/sponsorship agreements. This section consists of Corporate Annual Pass, Higher Education Student Passes, and Group Pass Sales; Special Events; DARTmart (retail); and the Customer Service Call Center.

CEO Goals



Vision & Innovation



Engagement for Impact



Employer of Choice

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$5,431,601	\$6,526,642	\$6,287,415	(\$239,227)
Benefits	2,602,047	3,038,890	2,974,159	(64,731)
Services	2,555,124	3,725,872	3,287,505	(438,367)
Materials & Supplies	156,474	402,274	489,485	87,211
Utilities & Communications	3,031	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	95,626	632,694	340,664	(292,030)
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$10,843,903	\$14,326,372	\$13,379,227	(\$947,145)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	36	42	78
Open FY 2023 Positions	2	9	11
Total FY 2023 Positions (Filled + Open)	38	51	89
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	38	51	89

FY 2024 Key Initiatives

- Promote DART as a preferred employer by increasing followers on LinkedIn and supporting HR during hiring events
- Align with accountable functions to drive awareness of cleanliness, security, and reliability efforts
- Heighten engagement and participation throughout the service area, particularly during special/high-profile events
- Increase participation in and sales of Corporate and Higher Education passes

- Maintain Call Center support for our riders consistent with our service and improve service engagement
- Launch a branding campaign in January 2024 to reignite the brand, drive awareness, and create a new narrative
- Position DART as a thought leader in the industry to elevate the brand and grow relevance, reach our audience on their preferred platforms, generate awareness of new services and initiatives to influence ridership, and inspire genuine conversation and engagement

Key Performance Indicators

- Key satisfaction drivers for cleanliness, security, and reliability
- Special event ridership
- Corporate and Higher Education pass sales
- Percentage of Call Center calls answered within one minute
- Engagements
- Impressions
- Followers

FY 2023 Accomplishments

- Rolled out a “clean” campaign to increase awareness of DART’s new clean teams and cleaning efforts, including the #CatchaCleanerDART sweepstakes, resulting in 861,000 social media impressions, 5,000 engagements, and more than 2,800 website visits
- Developed two campaigns for HR, DART is Hiring and Employer of Choice, which included signage, support collateral, and an aggressive advertising buy, as well as organic social media events, generating 45 million impressions and \$1 million in advertising/awareness
- Rebuilt and launched a new DART.org website in partnership with Technology, which delivered: 1) much improved user experience that is free of clutter and easy to navigate, as proven in customer testing, 2) responsive design to accommodate multiple devices, 3) accommodation for all preferred languages, and 4) real-time trip planning as the key focus
- Generated 14 million impressions through the comprehensive DART Holiday campaign, which included three holiday-wrapped buses and two holiday-wrapped trains, two events, a Winter Wonderland edition of the Rider Insider brochure, social media promotion, print advertising, and promotional giveaways
- Executed a comprehensive campaign to educate riders about the expansion of GoLink as part of the Bus Network Redesign, which yielded more than 16 million impressions and more than doubled ridership

MATERIALS MANAGEMENT

Overview

Materials Management oversees ordering, receiving, distribution, and disposal of all materials and equipment for the agency. The department manages an inventory of more than 13,855 parts valued at more than \$40.4 million.

Divisions

Materials Management has four divisions: **Administrative**, **Materials Management and Planning**, **Receiving and Distribution**, and **Warehousing and Distribution**.

CEO Goals



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$3,999,000	\$4,619,082	\$4,847,884	\$228,802
Benefits	2,040,681	2,518,900	2,506,146	(12,754)
Services	257,011	54,692	177,870	123,178
Materials & Supplies	620,745	740,468	754,354	13,886
Utilities & Communications	4,350	839	-	(839)
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	22,754	63,683	63,684	1
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$6,944,541	\$7,997,665	\$8,349,938	\$352,273

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	40	29	69
Open FY 2023 Positions	9	1	10
Total FY 2023 Positions (Filled + Open)	49	30	79
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	49	30	79

FY 2024 Key Initiatives

- Improve inventory accuracy and continue to resolve any EAM (Maximo) implementation errors with Technology
- Improve customer service
- Resolve supply chain issues

Key Performance Indicators

- Inventory accuracy
- Parts availability
- Average number of light rail vehicles down per day for parts
- Average number of buses down per day for parts

FY 2023 Accomplishments

- Navigated ongoing supply chain issues and received most parts timely to support fleet availability
- Transitioned to a new inventory system of record
- Worked with HR to address staffing shortages

MOBILITY MANAGEMENT SERVICES

Overview

Mobility Management Services (MMS) provides accessible, origin-to-destination, and door-to-door public transportation services within the service area in accordance with the Board-approved Accessible Services Policy and the Americans with Disabilities Act of 1990 (ADA). The department manages GoLink, the Rider Assistance Program (RAP), and Parkland and UTD shuttle services, as well as the fixed-route Reduced Fare Program for Persons with Disabilities.

Divisions

The **MMS Administration** division assesses and certifies customers' eligibility for paratransit services, as well as managing customer relations and the budget and business planning.

The **MMS Operations** division provides contractual oversight functions including quality assurance, the use of contract compliance field supervisors, and program management.

CEO Goals



Vision & Innovation



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$3,116,892	\$3,736,796	\$3,370,011	(\$366,785)
Benefits	1,422,997	1,667,384	1,532,333	(135,051)
Services	360,880	776,637	776,638	1
Materials & Supplies	15,958	42,508	50,903	8,395
Utilities & Communications	10,450	5,400	1,200	(4,200)
Claims & Insurance	-	-	-	-
Purchased Transportation	32,680,665	42,159,363	58,872,542	16,713,179
Leases, Rentals, Taxes, & Other	18,419	73,681	49,990	(23,691)
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$37,626,261	\$48,461,770	\$64,653,617	\$16,191,847

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	40	40
Open FY 2023 Positions	-	6	6
Total FY 2023 Positions (Filled + Open)	0	46	46
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	46	46

FY 2024 Key Initiatives

- Implement a new purchased transportation contract in coordination with Procurement, Service Planning and Scheduling, Operations, and Finance
- Conduct a study of paratransit best practices and business models to guide the future of the paratransit eligibility program
- Improve data collection and reporting and leverage software for better contract compliance
- Enhance access to the on-demand program for all paratransit customers, regardless of mobility needs

Key Performance Indicators

- On-time performance
- Number of preventable accidents per 100,000 miles
- Number of complaints per 1,000 trips
- Percentage of ADA dispatch calls answered within three and five minutes
- Percentage of ADA reservation calls answered within three and five minutes

FY 2023 Accomplishments

- Extended GoLink service hours across all zones from 5 a.m. to midnight, seven days a week, more than doubling ridership between October 2022 and April 2023
- Transitioned RAP to SpareLabs from Routematch to improve service to customers, including smartphone and web-based trip booking and an improved payment system
- Expanded participation in the on-demand program to 450 customers from 380

POLICE

Overview

The DART Police Department implements strategies to increase security and address crime, fare enforcement, emergency preparedness, and video surveillance for DART employees, customers, and facilities and vehicles throughout the service area.

Divisions

The **Administration** division comprises the Chief's Office, including Internal Affairs, Planning and Special Events, and Budget.

Operations Support includes Criminal Investigations, Police Training, Hiring and Recruiting, Emergency Preparedness, Quartermaster, and Police Technology, and **Telecommunication** encompasses Police Dispatch and Camera Monitors.

The two most visible divisions are **Field Ops Support**, i.e., Police Officers performing their duties on trains and buses and at rail stations and DART facilities, and **Fare Enforcement**, the Fare Enforcement Officers who check train fares and issue citations for fare evasions.



Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$23,444,909	\$34,658,057	\$34,106,058	(\$551,999)
Benefits	11,051,561	15,038,843	14,357,944	(680,899)
Services	3,674,393	5,008,700	7,394,640	2,385,940
Materials & Supplies	384,656	735,998	730,000	(5,998)
Utilities & Communications	246,873	200,000	174,000	(26,000)
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	415,553	502,861	511,370	8,509
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$39,217,945	\$56,144,459	\$57,274,011	\$1,129,552

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	319	319
Open FY 2023 Positions	-	81	81
Total FY 2023 Positions (Filled + Open)	0	400	400
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	400	400

FY 2024 Key Initiatives

- Increase visibility of uniformed police employees on the system, and deploy Transit Security Officers to supplement security on the system
- Increase recruitment of Police Officers, Fare Enforcement Officers, Telecommunicators and Camera Monitors
- Reduce crime vulnerability through technology, emergency preparedness, and environmental design
- Better address instances of behavioral health issues on the system
- Reduce fare evasion rate to three percent from 15 percent as measured through fare evasion surveys

Key Performance Indicators

- Number of Group A offenses per 100,000 riders
- Arrests per 100,000 riders
- Fare evasion rate
- Number of completed environmental design evaluations for crime prevention

FY 2023 Accomplishments

- Hired the new Chief of Police and executive team

PRESIDENT

Overview

The Office of the President & Chief Executive Officer (CEO) is one of four offices that reports directly to the Board. The Board selects the President & CEO, who oversees DART's daily operations, including hiring, compensation, and employee training, and provides regional leadership and national visibility regarding transportation needs in North Texas. The CEO also appoints the executive leadership team that directs the administrative, development, and operational work we do every day.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$595,119	\$721,236	\$902,885	\$181,649
Benefits	203,463	259,843	334,667	74,824
Services	59,817	326,251	327,000	750
Materials & Supplies	26,277	1,171	1,560	390
Utilities & Communications	2,191	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	498,203	689,168	833,663	144,495
Capital & Reserves	-	595,837	595,837	-
Total Operating Expenses	\$1,385,070	\$2,593,504	\$2,995,612	\$402,107

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	5	5
Open FY 2023 Positions	-	4	4
Total FY 2023 Positions (Filled + Open)	0	9	9
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	9	9

FY 2024 Key Initiatives

- Build DART's strategic relationships with local, regional, and federal partners, especially the service area cities and partner organizations
- Engage service area cities in DART's existing and planned projects, programs, and services within each city
- Implement new internal and external CEO communications
- Complete a new 10-year strategic plan with the goal of Board approval by March 2024, and lead DART's workforce to implement the approved plan

Key Performance Indicators

The President & CEO's goals and KPIs for FY 2024 are being developed in coordination with the Board.

FY 2023 Accomplishments

- Aggressively filled operator vacancies to restore original DARTzoom Bus Network to full service in January 2023 and delivered more than 99 percent of scheduled trips, with overall ridership nearing 70 percent of pre-pandemic numbers
- Aligned GoLink service hours with local bus service
- Completed a months-long strategic visioning exercise with the Board, employees, service area city leadership, and other stakeholders that will expand into the 10-year strategic plan
- Celebrated DART's 40th Anniversary with block parties in each service area city and a reception to honor the founders of DART
- Implemented initiatives to improve security, cleanliness, and reliability of DART's existing services, including the addition of 100 contracted Transit Security Officers, the Clean Team initiative, and laying the groundwork for a pilot program to connect riders experiencing homelessness or behavioral health issues with assistance from community partners
- All 13 service area cities have executed the Public Transportation Improvement Funds interlocal agreement

PROCUREMENT

Overview

Procurement is responsible for DART's purchasing and contract management activities and for sourcing all third-party contracts. From the Silver Line project to bus parts, security guards, or cleaning and maintenance for all of DART's vehicles and facilities, Procurement plays a pivotal role in all stages of the process.

Divisions

Administration Procurement provides procurement and contract administration to support DART programs and operations, such as consultants, Technology service contracts, and other non-material procurements.

Development Procurement consists of Design Services Procurement and Construction Services Procurement and is responsible for procuring professional services and construction, operations and maintenance, capital projects, and energy projects.

Operations Procurement supports DART by providing procurement services for Operations and Materials Management. Operations covers operation, maintenance, and services procurement for bus, light and commuter rail, streetcar, Mobility Management Services, and Ways, Structure, and Amenities. Materials Management supports these organizations via a primary inventory warehouse, plus satellite locations at each operating garage.

Social Responsibility is a new division, and Procurement is defining its responsibilities for FY 2024.

CEO Goals



Engagement for
Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$2,475,840	\$3,098,659	\$3,677,521	\$578,862
Benefits	1,075,947	1,278,637	1,633,601	354,964
Services	22,975	1,069,774	882,274	(187,500)
Materials & Supplies	1,697,748	11,768	25,480	13,713
Utilities & Communications	2,880	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	59,800	154,766	259,764	104,998
Capital & Reserves	-	-	(880,386)	(880,386)
Total Operating Expenses	\$5,335,190	\$5,613,603	\$5,598,253	(\$15,349)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	30	30
Open FY 2023 Positions	-	18	18
Total FY 2023 Positions (Filled + Open)	0	48	48
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	48	48

FY 2024 Key Initiatives

- Increase the technical and professional knowledge base for all Procurement employees, including earning certifications, learning procurement principles and industry best practices, and attending transit industry conferences and classes
- Leverage Bonfire and Procurement IQ to improve the quality of solicitations and contracts, increase process efficiencies, and decrease the acquisition time for goods and services

- Improve customer service by implementing service-level agreements with clients and developing customer service skills through training and practical internal and external application
- Implement new procedures to identify, assess, document, and resolve organizational conflicts of interest (OCI)
- Use strategic sourcing methods to manage contract spending and replace repeated small and credit card (P-Card) procurements with contracts
- Conduct annual vendor recognition and awards events to recognize vendors that departments have identified as outstanding service providers

Key Performance Indicators

- Percentage of Board agenda items completed by the original Procurement milestone established during the initial planning meeting with the customer
- Percentage of acquisitions completed within established Procurement lead times
- Average cost savings

FY 2023 Accomplishments

- Procured and launched Bonfire as the new Business Services solicitation tool
- Launched the agency-wide System Modernization Program
- Settled the Silver Line delay claim and negotiated a revised re-baseline schedule and program budget
- Directly impacted the cleanliness of platforms and vehicles—and an enhanced customer experience—by establishing the cleaning and seat replacement contracts

SERVICE PLANNING & SCHEDULING

Overview

Service Planning and Scheduling develops short-range service plans (usually five years or less), schedules DART services and operator shifts, analyzes ridership, service performance, and other detailed service metrics, and manages innovative service programs such as DART’s Site-Specific Shuttle program.

Service Planning’s mission is to guide DART forward in developing responsive, efficient, effective, and productive bus, rail, and demand-responsive services for DART customers and the community. Their work serves as a direct input to activities throughout the agency, supporting Marketing and Communications, Bus Operations, Rail Operations, and numerous other groups.

CEO Goals



Vision & Innovation



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$1,494,351	\$1,935,275	\$1,974,934	\$39,658
Benefits	604,627	784,803	793,467	8,665
Services	604,773	668,025	668,025	-
Materials & Supplies	1,342	22,269	17,252	(5,017)
Utilities & Communications	1,362	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	4,614,889	5,076,251	2,202,296	(2,873,955)
Leases, Rentals, Taxes, & Other	43,142	41,259	42,665	1,406
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$7,364,486	\$8,527,882	\$5,698,639	(\$2,829,243)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	22	22
Open FY 2023 Positions	-	-	-
Total FY 2023 Positions (Filled + Open)	0	22	22
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	22	22

FY 2024 Key Initiatives

- Complete Phase 2 of the Bus Network Redesign and subsequent approval and implementation of the first round of improvements
- Complete the Comprehensive Fare Study and subsequent approval and implementation of any fare policy changes

FY 2023 Accomplishments

- Initiated a comprehensive Mobility+ planning initiative aimed at future DART service improvements and related operating and capital investments, including the Bus Network Redesign and Comprehensive Fare Study (other departments are responsible for other Mobility+ efforts)
- Developed two future service scenarios for Phase 2 of the Bus Network Redesign for presentation of a draft service plan in late Summer 2023
- Initiated the Comprehensive Fare Study, including an extensive review of industry peer fare programs and a customer survey on fare issues; presentation of fare policy alternatives and a draft recommendation is anticipated in late Summer 2023

TECHNOLOGY

Overview

Technology is dedicated to providing reliable and secure technology, creating unprecedented value, and delivering innovative solutions with extraordinary customer service. The Chief Information Officer (CIO) creates and leads the overall technology strategy and oversees development and implementation of sound and secure technology systems, solutions, and policies that support the President & Chief Executive Officer's goals and DART's business ecosystem.

Divisions

The **Infrastructure** division includes Client Services, Systems Engineering, Network Engineering, and Intelligent Transportation Systems. They manage the technology hardware for the agency, including network connectivity, servers, storage, data centers, end-user equipment, and the onboard systems and devices on DART's fleet and transit centers.

The **Customer Advocacy Service Delivery** team maintains and supports enterprise systems and applications used by various departments: Trapeze, Fleet Watch, Travel Info, Demand Response, and enterprise asset management.

Enterprise Applications Service Delivery provides applications, technology solutions, service delivery for DART's enterprise systems, business relationship management, and maintenance of several dedicated applications across various departments. Some application platforms they support include Infor Lawson, Workday, IBM FileNet and Encapture, and Masterworks.

Software Engineering develops, maintains, and improves software systems that support the efficient and safe operation of DART's transportation services, such as scheduling, dispatching, fare collection, and vehicle tracking. They work closely with other teams within DART to ensure the software systems meet the agency's and its customers' needs. This team also plays a crucial role in designing, developing, testing, and deploying custom software solutions that meet the unique requirements of the client or organization.

CEO Goals



Vision & Innovation



Employer of Choice

The **Technology Project Management Office** houses Project Management, Technology Training, and Financial Performance. Project Management ensures consistent practices across the Technology department, including establishing and leading project governance standards, managing the project portfolio, providing project methodology and tools, and reporting project status and risks. Technology Training identifies employee needs, designs and delivers training programs, and evaluates their effectiveness. Financial Performance is responsible for financial planning and budgeting, financial analysis and reporting, financial performance monitoring, financial risk management, contract management, and financial process improvement, in compliance with relevant laws and accounting standards.

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$7,704,226	\$8,969,279	\$9,232,119	\$262,839
Benefits	2,843,359	3,267,268	3,390,416	123,148
Services	12,209,013	15,508,554	20,280,547	4,771,993
Materials & Supplies	1,353,153	779,500	782,996	3,496
Utilities & Communications	2,934,306	2,237,435	2,187,301	(50,134)
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	322,332	479,179	704,763	225,584
Capital & Reserves	-	22,872	(97,650)	(120,522)
Total Operating Expenses	\$27,366,388	\$31,264,088	\$36,480,492	\$5,216,404

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	69	69
Open FY 2023 Positions	-	11	11
Total FY 2023 Positions (Filled + Open)	0	80	80
New FY 2024 Positions	-	-	-
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	0	0
Total FY 2024 Positions	0	80	80

FY 2024 Key Initiatives

- Upgrade wireless access points agency-wide and at bus and rail facilities to improve coverage for vehicles in the yard
- Replace the Oracle Database Appliance with an improved database platform
- Upgrade the INIT Vehicle Business System (VBS) for rail operations, which, among other things, provides accurate arrival information to passengers and informs operators when to leave the station, improving operations and increasing customer satisfaction
- Enhance the existing vulnerability management platform, reduce time to vulnerability discovery and remediation, and drive down organizational risk
- Improve and modernize cybersecurity training to ensure DART employees are well-trained to detect and prevent social engineering attacks
- Ensure seamless Mobile Data Terminals (MDT) data communication conversion and replacement of bus radio systems

Key Performance Indicators

- Customer satisfaction with Technology services
- Average resolution time
- Number of service catalogue items received and closed monthly
- Number of change control requests by type received and processed monthly

FY 2023 Accomplishments

- Successfully implemented Workday Core HR, Talent, and Payroll management systems and processed the first paycheck in January 2023
- Completed the go-live of the Maximo Enterprise Asset Management (EAM) project, which consolidates fragmented data sources into a unified view of asset-related information that will facilitate more informed decision-making, reduce asset downtime, and boost overall asset performance
- Generated user-friendly PDF versions of the bus and rail schedules for desktop and mobile platforms to improve trip planning
- Provided technical support for the Bus Network Redesign, including environment creation for new route schedules and related data and ensuring that mapping data was updated and old data was properly dispositioned

TRANSIT OPERATIONS & SERVICE DELIVERY

Overview

Transit Operations and Service Delivery (TOSD) is charged with delivering continuous effective, efficient, safe, and reliable transportation service under the leadership of the Chief Operations Officer (COO). The COO oversees Bus Operations, Commuter Rail, Light Rail Operations, Maintenance of Way/Facility Maintenance, and Mobility Management Services, which comprise more than 3,000 employees dedicated to providing safe, convenient, and reliable transportation.

TOSD’s priorities include developing a service delivery culture, leadership behaviors, quality assurance standards and practices, skilled communication, and employing technology and innovation to create ongoing efficiencies.

Operations Administration manages the Board agenda process, coordinates formal responses and correspondences from the Office of the COO, and tracks operational departments’ deliverables and metrics. This team also consults with other departments for items like the budget, HR initiatives, or marketing campaigns that impact or require the participation of Operations departments.

CEO Goals



Vision & Innovation



Engagement for Impact

Budget Overview

Operating Expenses	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 2024 to FY 2023 Budget
Salaries & Wages	\$835,010	\$1,612,948	\$1,298,169	(\$314,778)
Benefits	283,804	588,280	437,278	(151,001)
Services	105,556	106,661	106,661	-
Materials & Supplies	1,512	23,252	22,312	(940)
Utilities & Communications	4,499	-	-	-
Claims & Insurance	-	-	-	-
Purchased Transportation	-	-	-	-
Leases, Rentals, Taxes, & Other	90,792	172,144	423,644	251,500
Capital & Reserves	-	-	-	-
Total Operating Expenses	\$1,321,173	\$2,503,284	\$2,288,064	(\$215,220)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2023 Positions	-	7	7
Open FY 2023 Positions	-	1	1
Total FY 2023 Positions (Filled + Open)	0	8	8
New FY 2024 Positions	-	1	1
Eliminated FY 2024 Positions	-	-	-
Total FY 2024 Position Changes (New-Elim)	0	1	1
Total FY 2024 Positions	0	9	9

FY 2024 Key Initiatives

- Continue building on the foundational principles of teamwork, service reliability, cleanliness, safe operations, effective communication, and a focus on results
- Work with agency partners to garner the necessary resources to deliver reliable customer service and maintain operational assets in a state of good repair
- Usher Operations departments' key initiatives to the finish line

FY 2023 Accomplishments

- Reorganized the Operations teams to focus on management coverage of service, field activities, and service reliability.
- Partnered with HR to revamp the recruitment process, including job fairs for on-the-spot offers to qualified candidates and an intense focus on filling more than 400 vacancies and getting new staff trained for service, especially bus operators
- Expanded GoLink to 31 zones with extended coverage on mornings, evenings, and weekends in all zones in December 2022
- Restored fixed-route bus service to pre-pandemic levels by implementing the full DARTzoom bus network redesign service plan in January 2023
- Launched the first-ever DART Clean Teams on board trains and some buses to ensure vehicles are cleaned for customers periodically throughout the day and increased rail station and bus stop cleaning through new procurement and implementing a better quality assurance program
- Reduced elevator maintenance and vandalism-related repairs through the elevator pilot program, which entailed adding polycarbonate panels to deter vandalism to the glass, installing cameras to allow maintenance personnel to monitor interior conditions remotely, and placing attendants in select elevators at aerial stations

The background features a grayscale photograph of a city street scene. In the foreground, a white bus is visible, with the number '4108' on its front. A police officer in uniform stands to the left of the bus. The scene is partially obscured by a large, bright yellow diagonal shape that covers the right side of the page. This yellow shape has a pattern of small, light-colored dots.

20-YEAR FINANCIAL PLAN

OVERVIEW

HOW WE PLAN

RISKS & OPPORTUNITIES

20-YEAR FINANCIAL PLAN

20-YEAR FINANCIAL PLAN

OVERVIEW

The FY 2024 20-Year Financial Plan (the Plan) represents a robust long-term projection of DART's operating revenues, funding, operating expenses, capital expenditures, and other financial information. The Plan demonstrates that DART has the financial capacity to meet our 2045 Transit System Plan commitments, to continue programmed levels of bus, rail, and other transportation services, and to repay our debt, based on current information and assumptions.

In addition to an explanation of how we plan and a discussion of some potential financial risks and opportunities during the next 20 years, this section includes a detailed description of each line item in the Plan:

1. Sources of Funds
 - Sales Tax Revenues
 - Operating Revenues
 - Interest Income
 - Federal Funding
 - Other Operating and Capital Contributions
 - Debt Issuances
2. Uses of Funds
 - Operating Expenses
 - Capital and Non-Operating Expenditures
 - Debt Service Costs
3. Supplemental Financial Information

These pages also include the major assumptions we used to develop the Plan and discuss changes from prior plans. Please note that budget schedules are rounded to the millions or thousands (as indicated) but are based on actual raw numbers. Consequently, certain schedules may not tie exactly or add properly. In some cases, prior years' numbers have been restated to conform to the current year's format. All schedules are in fiscal years unless otherwise stated.

HOW WE PLAN

DART maintains a structural balance to its budget. This means current period cash inflows available for operating and debt service costs equal or exceed the ongoing cash requirements for the same costs. While Board policy does not require a balanced annual budget, the structural balance of the budget and the internal coverage ratio perform a related control function.

Annual sources of funds are sufficient to pay for all ongoing obligations (operating and debt service) in every year of the FY 2024 Financial Plan. This can be seen on line 18 in Exhibit 19, noting that we do not need to use any cash from reserves or issue debt to pay operating expenses during any year of the Plan. These ongoing obligations are funded by annual sources of funds. Exhibit 18 illustrates how we will apply DART's sources of funds to our uses of funds over the next 20 years.

RISKS & OPPORTUNITIES

Sales Tax & Economic Outlook

Because sales tax receipts represent the largest single source of revenues, sales tax projections are unquestionably the single most important estimate in the Plan. They are also one of the largest risks to DART's ability to meet its goals.

Inflation and recession are likely to be the primary variables driving sales tax growth during the next few years. The Dallas-Fort Worth metropolitan area is experiencing unprecedented economic and population growth, potentially mitigating the risk to our sales tax revenue in the case of a recession. The Federal Reserve is still working to bring inflation down to its two percent target, but that has remained elusive given low unemployment and the continued effects of global supply chain disruptions resulting from COVID-era closures.

The DART service area has a robust, economically diverse base that will continue to generate stable sales tax growth over the long term. DART's independent economists forecast significantly higher sales tax growth over the next 20 years than we project internally, and historically, sales tax growth has been stable outside of major economic disruptions. However, in the event of a slowdown, the annual budget is flexible enough to match spending to any changes without major service disruptions in the short term.

Major economic disruptions outside DART's control will continue to play a role in our economic outlook and forecasting. Armed conflict in regions that are major suppliers of natural resources and manufactured goods, natural disasters and climate instability, and

federal and state policy will continue to impact consumer behavior. Although DFW experienced a quicker return to office than many places in the U.S., office building occupancy is still 25-30 percent below pre-pandemic levels, slowing growth in DART ridership (but not in sales tax).

Overall, DART anticipates continued regional economic and population growth for the next 20 years that will support a solid tax revenue base.

Inflation & Other Expense Drivers

Inflation during the prior three decades has been benign at annual rates of one to three percent, but recently exploded, reaching an annual value above nine percent in June 2022. As a result, the Federal Open Market Committee (FOMC) set a record of four consecutive 75 basis point rate increases to the target Federal Funds Rate. The higher rate means most of DART's fixed-rate obligations—currently \$3.5 billion in outstanding debt—were issued in a low-rate environment, historically speaking. However, higher inflation negatively impacts DART's operating and capital costs.

Conversely, any future sustained period of deflation would cause significant financial hardship. Deflation would undoubtedly result in falling sales taxes or sales taxes that do not grow as fast as anticipated. Reduced revenues combined with DART's fixed-rate debt obligations already outstanding could result in a significant contraction of services and delayed or deferred major capital project delivery.

Projections from DART's independent economists show inflation of 3.97 percent in FY 2024 and 2.88 percent in FY 2025 before normalizing at a rate between 2.76 and 2.54 percent over the life of the plan.

According to Financial Standard B5, DART may grow operating expenses by no more than 90 percent of the projected inflation rate, plus costs for new programs, new services, and specific other adjustments. However, more than two-thirds of DART's Operating Budget is composed of salaries, wages, and benefits. In the long term, salaries and wages must grow by at least 100 percent of inflation, and benefits must stay competitive for DART to attract and retain quality employees. The national trend of nearly double-digit annual increases in healthcare costs compounds the challenge of maintaining competitive benefits.

Fuel and energy prices tend to be volatile. Over the last decade, DART has taken advantage of dips in the market to put both hedges and physical delivery contracts in place to benefit from forward pricing. As DART has transitioned from diesel and liquefied

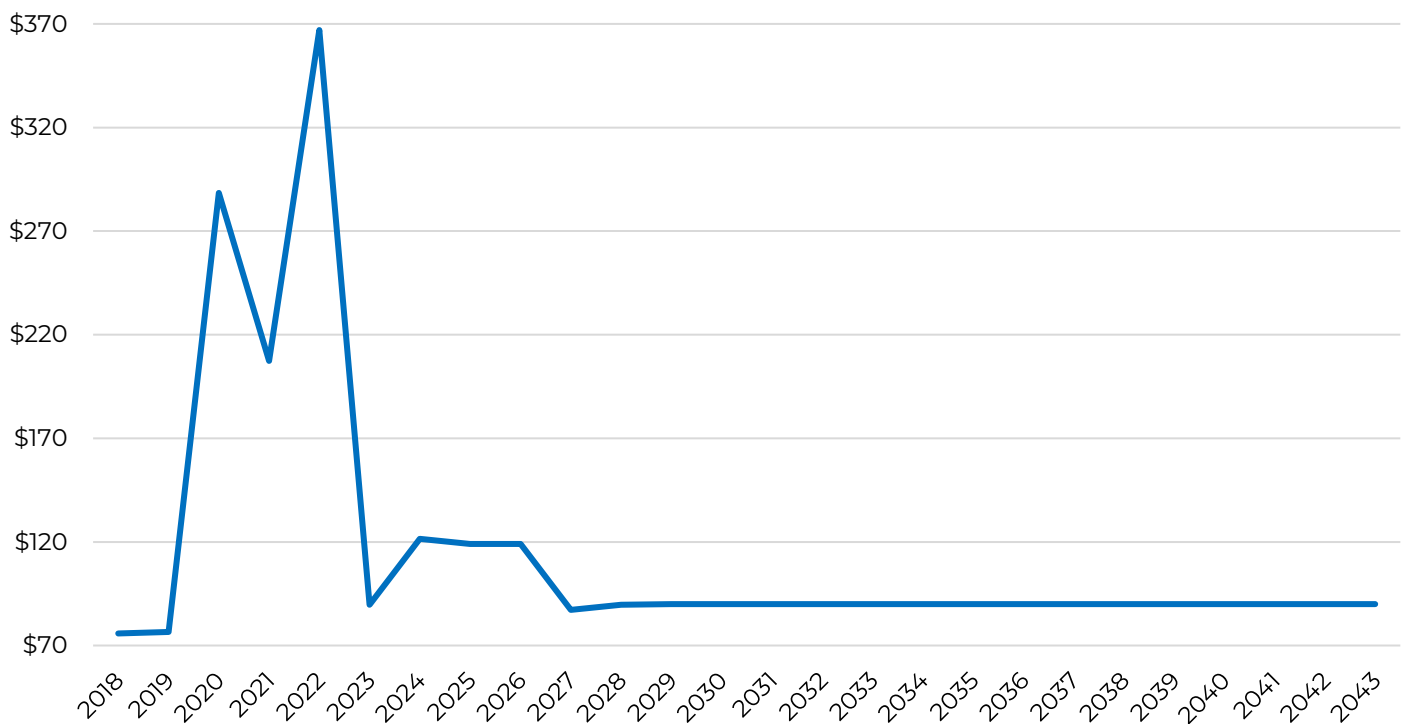
natural gas buses to compressed natural gas (CNG), we have greatly reduced the risk associated with that price volatility. However, this Plan now accounts for significant fuel and electricity cost increases because of new contracts, with projections for longer-term price stability.

DART has attempted to identify all capital projects in the Plan, but new projects are requested every year. Significant additions to the capital program (and associated operating costs) without concurrent increases in revenues or the deletion of offsetting capital project costs could adversely affect the Plan. To mitigate that possibility, the Plan contains multiple capital reserves as placeholders for anticipated future expenditures.

Federal Funding

Financial Standard B10 requires us to program federal formula funds at the current year’s level for all future years in the Plan. Federal formula funding increased significantly in FY 2023 based on the age of DART’s fleet and other population considerations, in comparison to the pre-pandemic base as shown in Exhibit 17. Given DART’s planned replacement of 95 light rail vehicles (LRVs) and the entire bus fleet in the next few years, it seems prudent to reduce this projection until we know more about the impact of new vehicles on this funding source.

Exhibit 17: FY 2018-FY 2043 Federal Formula Funds Comparison (\$M)



DART continues to program significant federal discretionary grants for upcoming capital projects, including streetcar expansion through FY 2027 and Trinity Railway Express (TRE) train replacements. However, because federal grant funds are limited and oversubscribed, our outlook is slightly negative for the continued availability of grants to fund a significant portion of our state-of-good repair needs. In addition, changes in congressional leadership nearly eliminated federal earmarks that made up a small but important source of funding.

While DART will aggressively pursue all grant opportunities available, we have been conservative in programming new discretionary funding into the Plan; the FY 2024 Plan no longer incorporates federal funds for the System Modernization Program, the D2 Subway alignment, or the replacement of light rail vehicles.

External Service Relationships

Expansion of public transportation beyond the DART service area continues to be discussed to meet community mobility needs and support sustainable growth patterns. Key issues are the lack of sales tax capacity in non-DART cities to commit to DART and existing mobility options such as microtransit that can serve some jurisdictions' short-term needs.

DART Board Policy III.07 allows DART or its Local Government Corporation to provide contract services to a municipality or county outside the service area for up to 36 months, provided: 1) the entity pays 100 percent of the cost of the contracted service (including capital costs and access and impact fees) and 2) DART develops a transit system plan and supporting financial plan during the contract that includes a plan for the city to become a DART member, in which case service could continue beyond 36 months.

20-YEAR FINANCIAL PLAN

Exhibit 18: FY 2024-FY 2043 Sources & Uses of Cash (\$M, inflated dollars)

Line	Description	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
	SOURCES OF FUNDS										
	Revenue										
1	Sales Tax Revenues	\$870.8	\$905.6	\$932.8	\$932.8	\$970.1	\$1,018.6	\$1,079.7	\$1,133.7	\$1,179.0	\$1,214.4
2	Operating Revenues	56.3	63.9	67.1	68.7	74.2	75.3	76.4	82.4	83.2	83.7
3	Interest Income	39.9	24.1	18.7	17.0	17.4	17.4	17.4	17.4	17.2	17.5
4	Formula Federal Funding	121.5	119.1	119.1	87.2	89.7	90.0	90.0	90.0	90.0	90.0
5	Discretionary Federal Funding	38.0	77.9	230.6	115.5	78.9	48.0	0.0	2.2	0.0	13.6
6	Other Operating Contributions	18.3	19.3	19.8	20.3	22.4	23.4	24.1	24.7	25.4	26.1
7	Other Capital Contributions	16.9	39.5	30.1	34.1	34.5	17.3	17.5	10.4	9.0	6.9
	Total Revenue	\$1,161.7	\$1,249.4	\$1,418.1	\$1,275.6	\$1,287.2	\$1,290.0	\$1,305.0	\$1,360.7	\$1,403.7	\$1,452.1
8	Long-Term Debt Issuances	360.8	447.2	364.0	465.5	360.0	280.0	300.0	260.0	220.0	130.0
9	Commercial Paper Issuances	50.0	0.0	100.0	100.0	100.0	100.0	0.0	0.0	0.0	0.0
10	Total Sources of Funds	\$1,572.5	\$1,696.6	\$1,882.1	\$1,841.1	\$1,747.2	\$1,670.0	\$1,605.0	\$1,620.7	\$1,623.7	\$1,582.1
	USES OF FUNDS										
	Operating Expenses:										
11	Bus	351.1	364.4	371.1	383.2	393.3	408.4	417.8	427.5	437.0	446.8
12	Light Rail Transit	213.5	221.4	226.0	230.6	235.4	240.6	245.9	251.8	257.6	263.7
13	Streetcar	2.4	2.5	2.5	2.6	5.5	6.5	6.7	6.8	7.0	7.1
14	Commuter Rail/RR Management	48.3	50.8	71.4	83.8	86.0	88.5	90.9	93.6	96.2	99.1
15	Paratransit	52.5	54.7	57.0	58.9	61.0	63.3	65.7	68.5	71.3	74.3
16	GoLink	19.4	19.8	20.3	20.7	21.1	21.6	22.1	22.6	23.1	23.7
17	Total Operating Expenses	\$687.2	\$713.7	\$748.3	\$779.8	\$802.4	\$828.9	\$849.1	\$870.8	\$892.2	\$914.7
	Capital Projects and Non-Operating:										
18	Agency-Wide	80.6	99.0	67.0	37.0	24.5	23.4	22.1	24.7	21.9	21.3
19	Bus	37.6	151.0	179.8	146.1	101.3	40.8	25.0	14.6	66.5	32.8
20	Light Rail Transit	136.1	238.0	337.3	378.5	332.5	309.8	288.4	185.6	112.5	68.1
21	Streetcar	4.4	12.0	31.8	36.9	18.4	0.0	0.1	0.3	0.0	0.1
22	Commuter Rail/RR Management	512.8	504.2	255.1	158.0	131.3	98.5	53.3	29.8	17.7	19.0
23	Paratransit	0.6	0.0	0.0	0.0	0.5	0.0	0.8	0.0	0.3	0.1
24	General Mobility (Road Improvements/ITS)	6.5	8.0	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25	Non-Operating	99.4	82.2	60.9	3.6	3.7	3.8	1.4	4.1	0.3	8.3
26	Capital P&D, Startup	16.5	28.0	17.4	19.3	18.7	18.6	19.0	19.5	19.9	20.4
27	Total Capital and Non-Operating	\$894.4	\$1,122.3	\$950.4	\$779.4	\$631.1	\$494.9	\$410.1	\$278.5	\$239.1	\$170.2
	Debt Service										
28	Principal Payments - Long-Term Debt	76.0	79.1	82.2	84.1	86.8	90.3	94.4	105.7	122.2	134.3
29	Long-Term Debt Interest Expense	143.9	140.8	142.8	161.4	182.9	198.2	209.8	220.2	229.1	234.7
30	Commercial Paper Interest Expense	1.1	0.9	1.8	5.3	8.8	12.3	14.0	12.3	8.8	5.3
31	Debt-Related Fees	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.7	0.7	0.7
32	Total Debt Service Costs	\$221.6	\$221.4	\$227.3	\$251.4	\$279.1	\$301.4	\$318.8	\$338.9	\$360.7	\$375.0
33	Commercial Paper Debt Repayment	0.0	50.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	100.0
34	Total Uses of Funds	\$1,803.3	\$2,107.5	\$1,926.0	\$1,810.5	\$1,712.6	\$1,625.3	\$1,578.0	\$1,588.1	\$1,591.9	\$1,559.9
35	Net Inc (Dec) in Cash	(230.8)	(410.9)	(43.9)	30.6	34.6	44.7	27.0	32.6	31.8	22.2
36	Change in Balance Sheet Accts	61.7	71.2	(43.2)	(22.7)	(37.4)	(37.7)	(27.6)	(39.5)	(19.1)	(21.5)
37	Cash, End of Period	906.0	566.3	479.3	487.1	484.4	491.4	490.9	483.9	496.6	497.3
38	Less: Cash Reserves & Restricted Funds	(81.7)	(81.7)	(81.7)	(81.7)	(81.6)	(81.5)	(81.4)	(81.3)	(81.1)	(80.9)
39	Less: Working Cash Requirement	(171.8)	(178.4)	(187.1)	(194.9)	(200.6)	(207.2)	(212.3)	(217.7)	(223.0)	(228.7)
40	Less: Mobility Assistance and Innovation Fund	(11.1)	(11.5)	(11.9)	(12.3)	(12.7)	(13.1)	(13.6)	(14.1)	(14.6)	(15.1)
41	Restricted Cash For Deferred Spending	\$641.4	\$294.7	\$198.6	\$198.2	\$189.4	\$189.5	\$183.6	\$170.8	\$177.9	\$172.6
42	External Coverage Ratio	4.0	4.1	4.1	3.8	3.6	3.5	3.5	3.5	3.4	3.3
43	Internal Coverage Ratio	1.9	1.9	1.8	1.4	1.4	1.4	1.4	1.5	1.4	1.4
44	Total CPO/S End-of-Year	50.0	0.0	100.0	200.0	300.0	400.0	400.0	300.0	200.0	100.0
45	Total Long-Term Debt O/S End-of-Year	3,894.6	4,262.6	4,544.5	4,925.8	5,199.0	5,388.7	5,594.3	5,748.6	5,846.4	5,842.1

Line	Description	FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043	20-Year Total
	SOURCES OF FUNDS											
	Revenue											
1	Sales Tax Revenues	\$1,214.4	\$1,263.0	\$1,326.1	\$1,405.7	\$1,476.0	\$1,535.0	\$1,581.0	\$1,581.0	\$1,644.3	\$1,726.5	\$24,990.1
2	Operating Revenues	90.3	91.2	91.7	99.0	100.0	100.6	108.7	109.6	110.3	119.2	\$1,751.9
3	Interest Income	17.3	17.9	19.5	19.2	19.7	18.6	17.6	16.1	15.1	18.5	\$383.4
4	Formula Federal Funding	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	\$1,886.1
5	Discretionary Federal Funding	0.0	0.0	0.0	0.0	71.0	73.1	36.2	26.4	0.0	3.1	\$814.5
6	Other Operating Contributions	26.9	27.7	28.5	29.4	30.3	31.2	32.2	33.2	34.2	35.3	\$532.7
7	Other Capital Contributions	13.9	14.2	10.6	7.2	15.9	8.4	9.4	9.1	4.8	10.9	\$320.7
	Total Revenue	\$1,452.8	\$1,503.9	\$1,566.4	\$1,650.5	\$1,802.7	\$1,856.9	\$1,875.0	\$1,865.4	\$1,898.6	\$2,003.4	\$30,679.4
8	Long-Term Debt Issuances	130.0	0.0	0.0	0.0	0.0	0.0	200.0	50.0	50.0	0.0	\$3,617.5
9	Commercial Paper Issuances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$450.0
10	Total Sources of Funds	\$1,582.8	\$1,503.9	\$1,566.4	\$1,650.5	\$1,802.7	\$1,856.9	\$2,075.0	\$1,915.4	\$1,948.6	\$2,003.4	\$34,746.9
	USES OF FUNDS											
	Operating Expenses:											
11	Bus	456.8	467.6	478.0	489.0	498.1	509.9	522.0	534.4	546.7	549.2	\$9,052.6
12	Light Rail Transit	269.6	276.0	282.2	288.7	295.0	301.9	307.4	314.1	321.5	330.4	\$5,373.1
13	Streetcar	7.3	7.5	7.6	7.8	8.0	8.2	8.4	8.5	8.7	8.9	\$130.7
14	Commuter Rail/RR Management	101.8	104.9	107.8	111.0	114.1	117.4	120.8	123.2	126.7	130.5	\$1,967.0
15	Paratransit	77.4	80.7	84.1	87.7	91.4	95.4	99.4	103.7	108.1	112.9	\$1,567.9
16	GoLink	24.2	24.7	25.3	25.9	26.4	27.1	27.7	28.3	28.9	31.8	\$484.6
17	Total Operating Expenses	\$937.1	\$961.4	\$985.1	\$1,010.0	\$1,033.0	\$1,059.8	\$1,085.6	\$1,112.3	\$1,140.6	\$1,163.8	\$18,575.8
	Capital Projects and Non-Operating:											
18	Agency-Wide	28.6	21.3	21.7	60.0	35.7	33.4	38.3	31.7	26.2	41.0	\$759.4
19	Bus	42.6	16.3	6.6	143.3	192.9	152.5	107.6	43.2	68.6	40.9	\$1,609.9
20	Light Rail Transit	32.0	27.2	22.3	58.8	36.0	227.5	370.9	345.1	129.5	91.8	\$3,727.7
21	Streetcar	0.0	0.0	0.3	0.0	0.0	0.0	0.2	0.4	0.0	0.2	\$105.0
22	Commuter Rail/RR Management	25.2	21.3	15.8	9.5	18.7	17.4	26.0	23.0	16.0	49.0	\$2,001.7
23	Paratransit	0.1	0.0	0.0	0.0	1.1	0.2	0.3	0.0	0.1	0.2	\$4.5
24	General Mobility (Road Improvements/ITS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$15.6
25	Non-Operating	0.3	5.9	0.3	4.8	5.0	5.1	1.9	5.4	0.4	11.2	\$307.9
26	Capital P&D, Startup	20.8	21.3	21.8	22.3	22.8	23.3	23.8	24.4	25.0	25.5	\$428.2
27	Total Capital and Non-Operating	\$149.5	\$113.3	\$89.0	\$298.7	\$312.2	\$459.5	\$568.9	\$473.2	\$265.6	\$259.8	\$8,960.0
	Debt Service											
28	Principal Payments - Long-Term Debt	147.3	158.9	176.1	190.9	205.9	220.4	238.6	250.8	261.4	272.6	\$3,078.1
29	Long-Term Debt Interest Expense	236.5	236.0	229.6	222.8	215.1	206.6	200.4	200.2	193.2	185.0	\$3,989.5
30	Commercial Paper Interest Expense	1.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$72.0
31	Debt-Related Fees	0.7	0.7	0.7	0.8	0.8	0.8	0.8	0.8	0.9	0.9	\$14.2
32	Total Debt Service Costs	\$386.2	\$395.6	\$406.4	\$414.5	\$421.9	\$427.9	\$439.8	\$451.8	\$455.5	\$458.5	\$7,153.7
33	Commercial Paper Debt Repayment	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$450.0
34	Total Uses of Funds	\$1,572.8	\$1,470.3	\$1,480.5	\$1,723.2	\$1,767.0	\$1,947.2	\$2,094.3	\$2,037.3	\$1,861.7	\$1,882.0	\$35,139.5
35	Net Inc (Dec) in Cash	10.0	33.6	85.9	(72.8)	35.7	(90.3)	(19.3)	(121.8)	87.0	121.4	(\$688.3)
36	Change in Balance Sheet Accts	(3.5)	(14.3)	(15.0)	34.0	(5.4)	25.6	28.3	(12.6)	(54.4)	(22.1)	(\$94.4)
37	Cash, End of Period	503.7	523.0	593.9	555.1	585.4	520.7	529.7	395.3	427.9	527.3	\$527.3
38	Less: Cash Reserves & Restricted Funds	(80.7)	(80.4)	(80.1)	(79.7)	(79.3)	(78.8)	(78.3)	(77.2)	(76.0)	(74.7)	(\$74.7)
39	Less: Working Cash Requirement	(234.3)	(240.3)	(246.3)	(252.5)	(258.2)	(265.0)	(271.4)	(278.1)	(285.1)	(290.9)	(\$290.9)
40	Less: Mobility Assistance and Innovation Fund	(15.6)	(16.2)	(16.7)	(17.3)	(17.9)	(18.5)	(19.2)	(19.9)	(20.6)	(21.3)	(\$21.3)
41	Restricted Cash For Deferred Spending	\$173.1	\$186.1	\$250.8	\$205.6	\$229.9	\$158.4	\$160.8	\$20.2	\$46.2	\$140.3	\$140.3
42	External Coverage Ratio	3.2	3.2	3.3	3.4	3.5	3.6	3.6	3.5	3.6	3.8	n/a
43	Internal Coverage Ratio	1.3	1.3	1.4	1.5	1.6	1.7	1.7	1.6	1.7	1.8	n/a
44	Total CP O/S End-of-Year	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	n/a
45	Total Long-Term Debt O/S End-of-Year	5,824.8	5,665.9	5,489.9	5,298.9	5,093.0	4,872.6	4,834.0	4,633.2	4,421.8	4,149.2	n/a

Exhibit 19: FY 2024-FY 2043 Structural Budget Balance (\$M)

Line	Category	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Near-Term (2024-2028)	Long-Term (2029-2043)	20 Years (2024-2043)
1	Total Sources of Funds	\$1,572.5	\$1,696.6	\$1,882.1	\$1,841.1	\$1,747.2	\$8,739.6	\$26,007.3	\$34,746.9
2	Sales Tax Revenues	870.8	905.6	932.8	932.8	970.1	4,611.9	20,378.2	24,990.1
3	Operating Revenues	56.3	63.9	67.1	68.7	74.2	330.2	1,421.7	1,751.9
4	Interest Income	39.9	24.1	18.7	17.0	17.4	117.1	266.3	383.4
5	Formula Federal Funding	121.5	119.1	119.1	87.2	89.7	536.6	1,349.5	1,886.1
6	Discretionary Federal Funding	38.0	77.9	230.6	115.5	78.9	540.9	273.6	814.5
7	Other Operating Contributions	18.3	19.3	19.8	20.3	22.4	100.2	432.5	532.7
8	Other Capital Contributions	16.9	39.5	30.1	34.1	34.5	155.2	165.5	320.7
9	Long-Term Debt Issuances	360.8	447.2	364.0	465.5	360.0	1,997.5	1,620.0	3,617.5
10	Commercial Paper Issuances	50.0	0.0	100.0	100.0	100.0	350.0	100.0	450.0
11	Operating Expenses	\$687.2	\$713.7	\$748.3	\$779.8	\$802.4	\$3,731.5	\$14,844.3	\$18,575.8
	Funding Sources:								
12	Operating Revenues	56.3	63.9	67.1	68.7	74.2	330.2	1,421.7	1,751.9
13	Interest Income	39.9	24.1	18.7	17.0	17.4	117.1	266.3	383.4
14	Formula Funds	114.7	114.7	114.6	82.7	85.3	511.9	1,282.4	1,794.3
15	FWTA TRE Ops/Dallas Streetcar Contributions	16.0	16.9	16.9	19.0	21.0	89.9	410.8	500.7
16	Other Non-Operating Sources	2.4	2.4	2.9	1.3	1.4	10.3	21.7	32.0
17	Sales Taxes Allocated to Operations	458.0	491.8	528.1	591.0	603.2	2,672.1	11,441.3	14,113.4
18	General Operating Fund (Existing Cash)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
19	Total Funding Sources	\$687.2	\$713.7	\$748.3	\$779.8	\$802.4	\$3,731.5	\$14,844.3	\$18,575.8
20	Capital & Non-Operating Expenditures	\$894.4	\$1,122.3	\$950.4	\$779.4	\$631.1	\$4,377.6	\$4,582.4	\$8,960.0
	Funding Sources:								
21	Formula Funds	6.9	4.4	4.5	4.5	4.5	24.7	67.1	91.8
22	Discretionary Grant Funds	38.0	77.9	230.6	115.5	78.9	540.9	273.6	814.5
23	Current Debt Issuances	360.8	447.2	364.0	465.5	360.0	1,997.5	1,620.0	3,617.5
24	Other Capital Sources	16.9	39.5	30.1	34.1	34.5	155.2	165.5	320.7
25	Sales Taxes Allocated to Capital	191.1	192.4	177.4	90.3	87.8	739.1	2,146.7	2,885.8
26	General Operating Fund/Prior Debt Issues	280.8	360.9	143.9	69.4	0.0	854.9	309.5	1,164.4
27	Total Funding Sources	\$894.4	\$1,122.3	\$950.4	\$779.4	\$565.7	\$4,312.3	\$4,582.4	\$8,894.7
28	Debt Service Costs (including CP Repayment)	\$221.6	\$271.4	\$227.3	\$251.4	\$279.1	\$1,250.7	\$6,353.0	\$7,603.7
	Funding Sources:								
29	Sales Taxes Allocated to Debt Service	221.6	221.4	227.3	251.4	279.1	1,200.7	6,003.0	7,203.7
30	CP Retirement (Existing Cash/Prior Year Sales Taxes)	0.0	50.0	0.0	0.0	0.0	50.0	400.0	450.0
31	Total Uses of Funds	\$1,803.3	\$2,107.5	\$1,926.0	\$1,810.5	\$1,712.6	\$9,359.9	\$25,779.6	\$35,139.5
32	Net Differential Between Sources and Uses	(\$230.8)	(\$410.9)	(\$43.9)	\$30.6	\$34.6	(\$620.3)	\$227.7	(\$392.6)

Exhibit 20 is a summary of the changes in sources and uses of funds between the FY 2023 and FY 2024 Financial Plan.

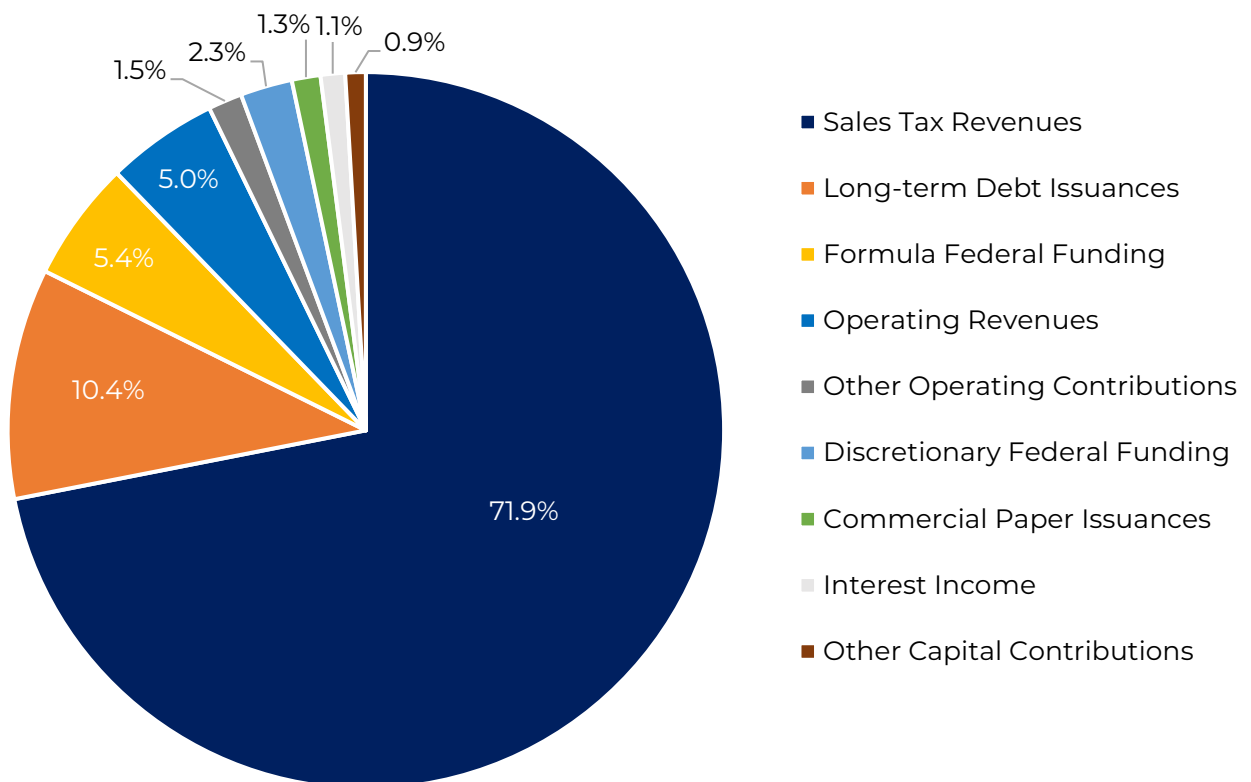
Exhibit 20: Year-over-Year Comparison of Sources & Uses of Funds (\$M)

Line	Description	FY 2023 FP	FY 2024 FP	\$ Variance	% Variance
	SOURCES OF FUNDS				
	Revenue				
1	Sales Tax Revenues	\$24,678.1	\$24,990.1	\$312.0	1.3%
2	Operating Revenues	1,837.5	1,751.9	(85.6)	(4.7%)
3	Interest Income	537.4	383.4	(154.0)	(28.7%)
4	Formula Federal Funding	1,781.4	1,886.1	104.7	5.9%
5	Discretionary Federal Funding	1,874.1	814.5	(1,059.6)	(56.5%)
6	Other Operating Contributions	536.4	532.7	(3.7)	(0.7%)
7	Other Capital Contributions	318.8	320.7	1.8	0.6%
	Total Revenue	\$31,563.7	\$30,679.4	(\$884.4)	(2.8%)
8	Long-Term Debt Issuances	3,323.0	3,617.5	294.5	8.9%
9	Commercial Paper Issuances	400.0	450.0	50.0	12.5%
10	Total Sources of Funds	\$35,286.7	\$34,746.9	(\$539.9)	(1.5%)
	USES OF FUNDS				
	Operating Expenses:				
11	Bus	8,725.8	9,052.6	326.8	3.7%
12	Light Rail Transit	5,356.5	5,373.1	16.5	0.3%
13	Streetcar	127.2	130.7	3.5	2.7%
14	Commuter Rail/Railroad Management	1,939.9	1,967.0	27.1	1.4%
15	Paratransit	1,395.0	1,567.9	172.9	12.4%
16	Go-Link	298.4	484.6	186.2	62.4%
17	Total Operating Expenses	\$17,842.8	\$18,575.8	\$733.0	4.1%
	Capital & Non-Operating:				
18	Agency-Wide	652.1	759.4	107.3	16.5%
19	Bus	1,430.0	1,609.9	179.9	12.6%
20	Light Rail Transit	4,959.7	3,727.7	(1,232.0)	(24.8%)
21	Streetcar	100.7	105.0	4.3	4.2%
22	Commuter Rail/Railroad Management	1,982.7	2,001.7	19.0	1.0%
23	Paratransit	4.5	4.5	(0.0)	(0.7%)
24	General Mobility (Road Improvements/ITS)	15.6	15.6	0.0	0.0%
25	Non-Operating	65.0	307.9	242.9	373.6%
26	Capital P&D, Startup	434.8	428.2	(6.5)	(1.5%)
27	Total Capital & Non-Operating	\$9,645.2	\$8,960.0	(\$685.1)	(7.1%)
	Debt Service				
28	Principal Payments - Long-Term Debt	3,159.8	3,078.1	(81.7)	(2.6%)
29	Long-Term Debt Interest Expense	4,011.7	3,989.5	(22.3)	(0.6%)
30	Commercial Paper Interest Expense	89.5	72.0	(17.5)	(19.6%)
31	Debt-Related Fees	14.0	14.2	0.2	1.1%
32	Total Debt Service	\$7,275.0	\$7,153.7	(\$121.3)	(1.7%)
33	Commercial Paper Debt Repayment	400.0	450.0	50.0	12.5%
34	Total Uses of Funds	\$35,162.9	\$35,139.5	(\$23.5)	(0.1%)

Sources of Funds

Total sources of funds from FY 2024 through FY 2043 (including debt issuances) are projected to decrease by \$539.9 million (1.5 percent) from the same period in the FY 2023 Plan. This reflects the net effect of several items but primarily decreased expectations for discretionary federal grants for large capital projects. The details of the changes by category are shown in Exhibit 20. Exhibit 21 illustrates the distribution of DART’s sources of funds in the Plan. Each source of funding is detailed below. Annual sources of funds are sufficient to pay for all ongoing obligations (operating and debt service) in every year of the Plan.

Exhibit 21: FY 2024-FY 2043 Distribution of Sources of Funds



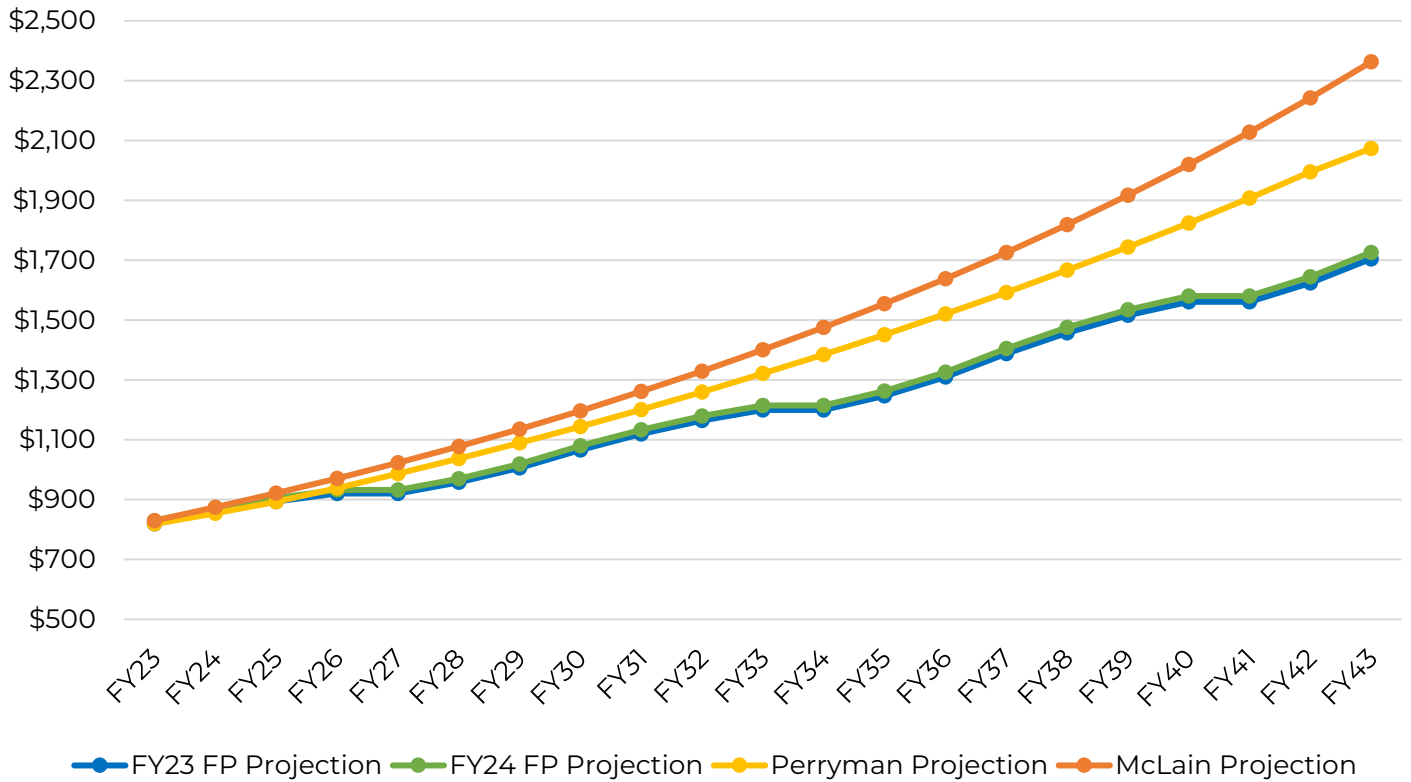
Sales Tax Revenues (Line 1)

Because sales tax revenues account for nearly 72 percent of total sources of funds for the next 20 years, fluctuations in consumer spending can significantly impact long-term revenue projections and the use of debt issuances and payments. Sales tax revenues for the first five years of the Plan are conservatively estimated to be \$4.61 billion. DART bases this estimate on a forecast provided by a professional economist, with adjustments to account for some volatility in sales tax collections from one year to the next. In this way, DART can ensure sufficient sales tax revenues are available to meet its obligations.

Exhibit 22: FY 2023-FY 2043 Projected Sales Tax Receipts (\$M) (table)

Fiscal Year	FY 2023 FP Projection	YOY % Change	FY 2024 FP Projection	YOY % Change	Perryman Projection	YOY % Change	McLain Projection	YOY % Change
2024	859.88	5.0%	870.75	4.9%	854.54	4.4%	874.43	5.4%
2025	894.28	4.0%	905.58	4.0%	892.31	4.4%	921.40	5.4%
2026	921.11	3.0%	932.75	3.0%	938.56	5.2%	970.89	5.4%
2027	921.11	0.0%	932.75	0.0%	986.77	5.1%	1,023.04	5.4%
2028	957.95	4.0%	970.06	4.0%	1,037.01	5.1%	1,077.99	5.4%
2029	1,005.85	5.0%	1,018.56	5.0%	1,089.34	5.0%	1,135.90	5.4%
2030	1,066.20	6.0%	1,079.68	6.0%	1,143.85	5.0%	1,196.91	5.4%
2031	1,119.51	5.0%	1,133.66	5.0%	1,200.59	5.0%	1,261.20	5.4%
2032	1,164.29	4.0%	1,179.01	4.0%	1,259.66	4.9%	1,328.94	5.4%
2033	1,199.22	3.0%	1,214.38	3.0%	1,321.11	4.9%	1,400.32	5.4%
2034	1,199.22	0.0%	1,214.38	0.0%	1,385.02	4.8%	1,475.54	5.4%
2035	1,247.19	4.0%	1,262.95	4.0%	1,451.48	4.8%	1,554.80	5.4%
2036	1,309.55	5.0%	1,326.10	5.0%	1,520.54	4.8%	1,638.31	5.4%
2037	1,388.12	6.0%	1,405.67	6.0%	1,592.30	4.7%	1,726.31	5.4%
2038	1,457.53	5.0%	1,475.95	5.0%	1,666.82	4.7%	1,819.03	5.4%
2039	1,515.83	4.0%	1,534.99	4.0%	1,744.18	4.6%	1,916.74	5.4%
2040	1,561.30	3.0%	1,581.04	3.0%	1,824.45	4.6%	2,019.70	5.4%
2041	1,561.30	0.0%	1,581.04	0.0%	1,907.97	4.6%	2,128.18	5.4%
2042	1,623.75	4.0%	1,644.28	4.0%	1,994.82	4.6%	2,242.49	5.4%
2043	1,704.94	5.0%	1,726.49	5.0%	2,086.58	4.6%	2,362.95	5.4%
Total	\$24,678.12		\$24,990.07		\$27,897.89		\$30,075.07	

Exhibit 23: FY 2023-FY 2043 Projected Sales Tax Receipts (\$M) (graph)



DART has projected 4.0 percent growth in sales taxes for FY 2025 and an average of 3.0 percent growth in FY 2026, before incorporating a zero-growth year in FY 2027, and every seventh year thereafter. In each seven-year cycle, DART projects a conservative average growth rate of 3.9 percent.

Operating Revenues (Line 2)

Operating revenues are projected to be \$1.74 billion (5.0 percent) of the total sources of funds through FY 2043.

Exhibit 24: FY 2024-FY 2043 Projected Operating Revenues (\$M)

FY 2024-FY 2033

Operating Revenues	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Fixed-Route Passenger Revenues	\$39.2	\$46.2	\$48.7	\$49.9	\$54.7	\$55.4	\$56.0	\$61.2	\$61.5	\$61.5
Other Passenger Revenues	2.3	2.5	2.6	2.6	2.9	2.9	3.0	3.4	3.4	3.5
Total Passenger Revenues	\$41.5	\$48.7	\$51.3	\$52.4	\$57.6	\$58.3	\$59.0	\$64.5	\$64.9	\$65.0
Leases & Rentals	8.0	8.3	8.5	8.7	8.9	9.2	9.4	9.6	9.9	10.1
Advertising	5.8	6.0	6.4	6.5	6.7	6.9	7.0	7.2	7.4	7.6
DCTA	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Other	0.2	0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3
Total Operating Revenues	\$56.3	\$63.9	\$67.1	\$68.7	\$74.2	\$75.3	\$76.4	\$82.4	\$83.2	\$83.7

FY 2034-FY 2043

Operating Revenues	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	20-Year Total
Fixed-Route Passenger Revenues	\$67.2	\$67.5	\$67.5	\$73.8	\$74.1	\$74.1	\$81.1	\$81.4	\$81.4	\$89.0	\$1,291.5
Other Passenger Revenues	3.9	4.0	4.1	4.6	4.7	4.8	5.4	5.5	5.7	6.3	78.2
Total Passenger Revenues	\$71.1	\$71.5	\$71.6	\$78.4	\$78.8	\$79.0	\$86.5	\$86.9	\$87.1	\$95.4	\$1,369.6
Leases & Rentals	10.4	10.6	10.9	11.2	11.5	11.7	12.0	12.3	12.7	13.0	207.0
Advertising	7.8	8.0	8.2	8.4	8.6	8.8	9.1	9.3	9.5	9.8	155.1
DCTA	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	14.4
Other	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4	5.8
Total Operating Revenues	\$90.3	\$91.2	\$91.7	\$99.0	\$100.0	\$100.6	\$108.7	\$109.6	\$110.3	\$119.2	\$1,751.9

Passenger revenues are the primary component, representing about \$1.37 billion, or 78.0 percent of operating revenues. After more modest growth in FY 2023, the FY 2024 Plan reflects increased passenger revenue projections, primarily because of fully restored bus service in January 2023 and a return to pre-pandemic ridership levels on weekends.

In accordance with Financial Standard B2, the Plan assumes fare increases every three years, increasing the average fare by about nine percent each time (Exhibit 25). Please note the Board is scheduled to consider proposed changes to DART's fare policy or structure resulting from the Comprehensive Fare Study in January 2024, which may impact these assumptions. This Plan assumes an increase in FY 2025.

Exhibit 25: FY 2024-FY 2043 Projected Fixed-Route Average Fare

Fiscal Year	Bus	LRT	Commuter Rail	Fixed-Route Average
2024	\$0.56	\$0.75	\$2.22	\$0.75
2025-2027	\$0.61	\$0.82	\$2.42	\$0.81
2028-2030	\$0.67	\$0.90	\$2.65	\$0.88
2031-2033	\$0.73	\$0.98	\$2.90	\$0.96
2034-2036	\$0.80	\$1.07	\$3.17	\$1.04
2037-2039	\$0.87	\$1.17	\$3.46	\$1.14
2040-2043	\$0.96	\$1.28	\$3.79	\$1.25

Fare revenues are based on an estimated average fare and ridership projections for each mode of service (Exhibit 26). As fare increases are implemented, reductions in fixed-route ridership are programmed into the Plan, netting against the normal projected ridership growth rate for that year to determine the net ridership change. Fare increases affect all fixed-route modes in a similar manner in this Plan.

The Plan assumes ridership growth of approximately 13.2 percent in FY 2024, 8.9 percent in FY 2025, 5.2 percent in FY 2026, and 2.0 percent in FY 2027, with a return to growth rates of one percent or less in the remaining years of the Plan. All fixed-route modes are projected to remain flat in years when a fare increase occurs.

Exhibit 26: FY 2024-FY 2043 Projected Ridership by Mode (000s)

Mode	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Bus	28,902	32,839	33,824	34,163	34,504
LRT	23,129	24,025	24,746	24,993	25,243
Streetcar	564	564	564	564	564
Commuter Rail	1,280	1,454	2,867	3,588	3,624
Paratransit	1,018	1,029	1,039	1,054	1,076
GoLink	1,119	1,119	1,154	1,166	1,178
Total	56,011	61,029	64,194	65,528	66,189

Future added service and service level decisions on all modes will also impact future ridership projections. DART expects around two million additional passengers per year when the Silver Line opens in late FY 2026.

Miscellaneous operating revenues, including things like advertising and rental income, are generally programmed to grow by inflation each year, and while inflation has remained above four percent throughout FY 2023, internal and external projections begin to normalize in the coming years, working down to just above 2.5 percent in FY 2027.

Interest Income (Line 3)

Interest income is projected to be \$383.4 million (1.1 percent), a \$154.0 million (28.9 percent) decrease from the FY 2023 Plan, reflecting lower invested (cash) balances.

The Federal Reserve has raised interest rates 10 times since May 2022, now exceeding five percent for the first time since June 2011. As inflation returns to normal, we also anticipate interest rates decreasing. DART projects an average interest income rate of approximately 4.25 percent for FY 2024 and 3.50 percent thereafter (varies by fund).

Federal Funding (Lines 4-5)

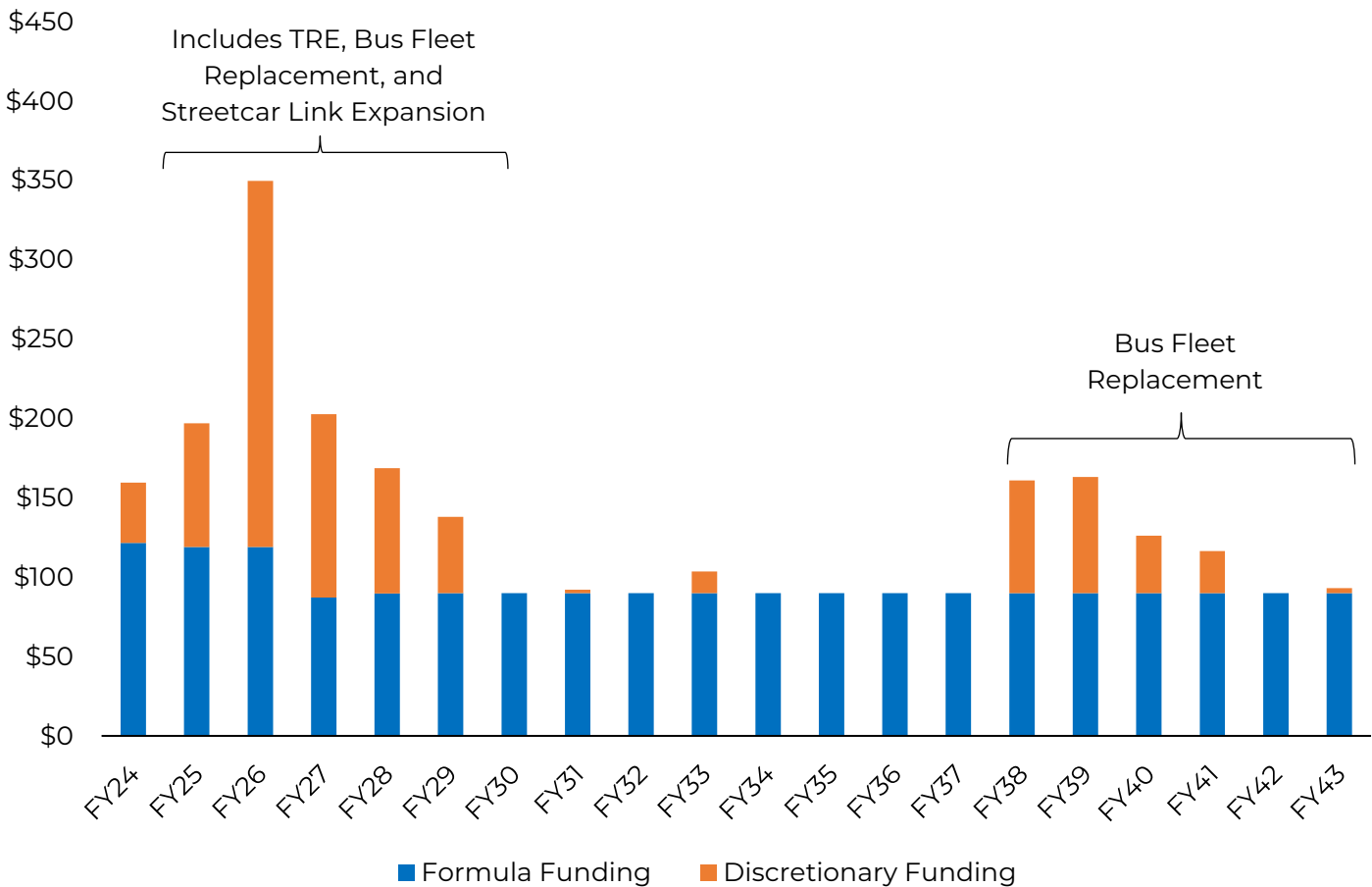
Another 7.8 percent of DART’s revenues come from federal formula and discretionary funding, estimated at \$1.89 billion and \$814.5 million, respectively, through FY 2043. Formula funds include grants like State of Good Repair and Bus and Bus Facilities and are allocated by a “formula” set by legislators, usually based on measurable criteria like population or infrastructure age/condition. Discretionary grants are governed by federal regulations but are competitive based on the merit of a proposed project (and the availability of funds).

As shown in Exhibit 27 below, DART generally sets formula funds at the current year’s levels to ensure a conservative forecast, while discretionary funding can vary from year to year. For FY 2024 through FY 2026, DART projects formula funds of \$119 million each year before reducing the projected amount to \$87 million, which is closer to pre-pandemic federal formula rates. DART’s replacement of older fleet vehicles beginning in FY 2027 will lower the age and maintenance requirements and thus the availability of formula funds.

Beyond existing discretionary grants, DART has assumed the following federal participation in future programs:

- Future bus purchases are assumed to be 35 percent grant-funded, totaling \$422.2 million over the life of the Plan
- TRE fleet vehicle replacement is expected to be 50 percent grant-funded, totaling \$147.6 million between FY 2025 and FY 2029

Exhibit 27: FY 2024-FY 2043 Anticipated Capital Grant Funding (\$M)



Other Operating & Capital Contributions (Lines 6-7)

Other operating sources of funds total \$532.7 million between FY 2024 and FY 2043 and represent 1.5 percent of total sources of funds for that same period, a decrease of \$3.7 million (0.7 percent) compared to the same period in the FY 2023 Plan, primarily due to the City of Dallas' related contribution to streetcar operating costs (O&M cost timing change).

These line items are predominantly composed of non-grant contributions from other public entities, such as Trinity Metro's contribution toward its share of the operating and capital costs for the TRE.

DART projects \$94.1 million in other external contributions over the next two years, including:

- \$63.5 million from Trinity Metro for TRE capital programs
- \$12.4 million from City of Dallas for Dallas Streetcar projects
- \$5.3 million from City of Irving to fund Loop 12 infill stations on the Orange Line
- Tax Increment Financing (TIF) and value capture revenues along the Silver Line corridor to support operations, maintenance, and debt service for the Silver Line (expected to generate \$39 million from FY 2024 to expiration in FY 2038)

Debt Issuances (Line 8-9)

DART plans to issue approximately \$3.62 billion in new long-term debt during the next 20 years, including \$2.25 billion for light rail vehicle replacement and system modernization, \$364 million for the Silver Line project, and \$148 million for TRE vehicle replacement and other infrastructure projects. DART also intends to finish withdrawing its \$808 million loan from the Federal Railroad Administration's Railroad Rehabilitation and Improvement Financing (RRIF) program for the construction of the Silver Line in FY 2024.

DART also maintains short-term debt in the form of commercial paper (CP) notes to fund expenditures related to capital project costs. DART plans to issue \$400 million in CP through FY 2028 for the replacement of the bus fleet and anticipates issuing approximately \$50 million in FY 2024 related to the Silver Line project.

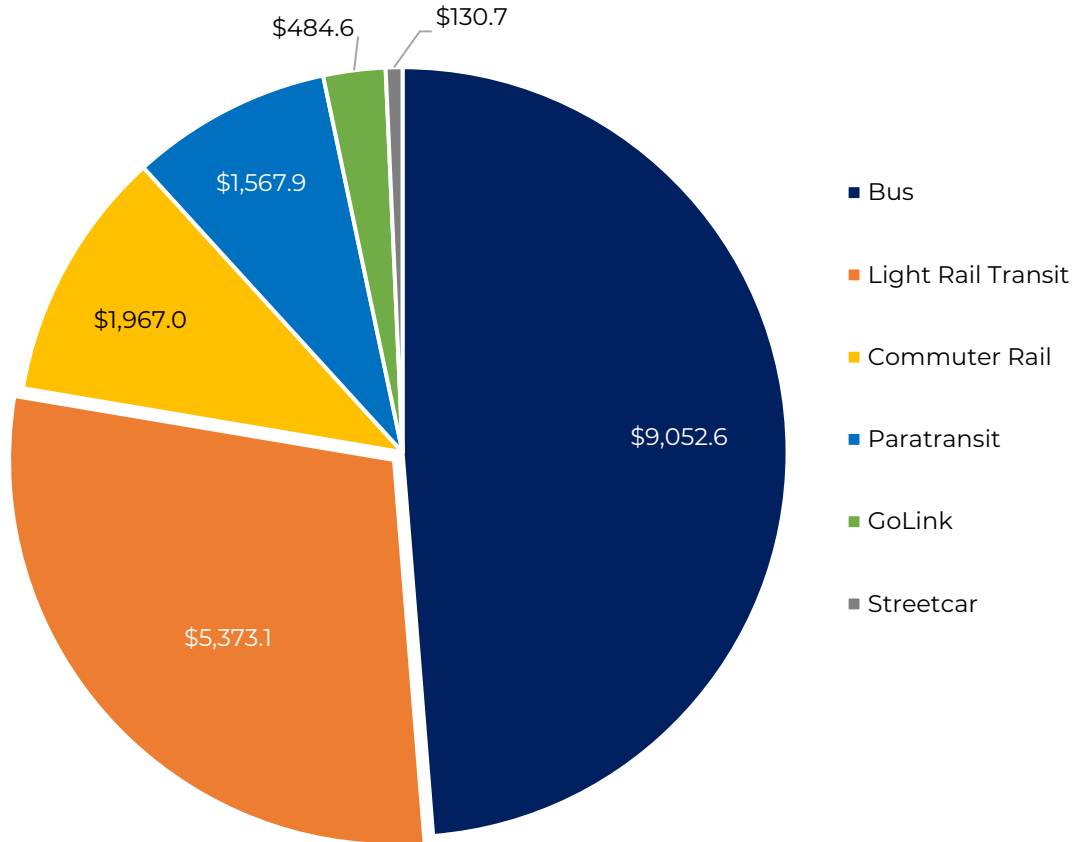
Uses of Funds

DART uses its funds for operating expenses, capital and non-operating expenses, and debt service, which includes principal and interest payments associated with prior capital program expansion and improvement programs.

Operating Expenses (Lines 11-16)

Operating expenses are those associated with providing bus, light rail, streetcar, regional (commuter) rail, paratransit, and GoLink services. Total operating expenses for the next five years are projected to be \$3.7 billion and \$18.6 billion for the next 20 years.

Exhibit 28: FY 2024-FY 2043 Projected Operating Expenses by Mode (\$M)



Bus expenses represent the largest modal portion of DART’s operating costs (48.8 percent) for the next 20 years, while light rail is the second largest. Regional rail services are provided through a contract with Herzog Transit Services, Inc., which includes costs for the TRE and Trinity Metro’s TEXRail, as well as future Silver Line operations. Mobility Management Services (paratransit and GoLink) operates through contracts with MV Transportation and Uber.

Exhibit 29: Year-over-Year Comparison of Operating Expenses by Mode (\$M)

Mode	FY 2023 FP	FY 2024 FP	\$ Variance FY 23 to FY 24	% Variance FY 23 to FY 24
Bus	\$8,725.8	\$9,052.6	\$326.8	3.7%
Light Rail Transit	5,356.5	5,373.1	16.5	0.3%
Commuter Rail/RR Management	1,939.9	1,967.0	27.1	1.4%
Paratransit	1,395.0	1,567.9	172.9	12.4%
GoLink	298.4	484.6	186.2	62.4%
Streetcar	127.2	130.7	3.5	2.7%
Total Operating Expenses	\$17,842.8	\$18,575.8	\$733.0	4.1%

Per Financial Standard B5, operating expenses are planned to grow by 90 percent of inflation plus increases for new services, new programs, Board-approved contract increases, and adjustments related to fuel prices, health insurance and actuarial analysis. Inflation rate projections are part of the economic model provided by an independent economist to estimate sales tax revenue growth. Local inflation rates are anticipated to range from 2.5 to 3.8 percent per year over the life of the Plan. This allows for operating expenses to increase by roughly 2.25 to 3.39 percent per year. TRE costs are programmed at contract rates for current service levels; total contract costs will grow by 3.0 percent.

DART will contribute \$10 million to the Employees' Defined Benefit Retirement Plan and Trust in FY 2024. Because the plan is closed, DART's investments in the plan must become increasingly conservative, with more fixed-income assets and a smaller percentage dedicated to equities. This reduces yields and may increase the total contributions required to fully fund the plan by 2030 (the estimated date the last eligible DART employee will retire). Actual contributions are dependent on both fund earnings and actuarial analysis of the value of future benefits and may be adjusted annually.

Capital & Non-Operating Expenditures (Lines 18-26)

Exhibit 30 provides an overview of the capital and non-operating projects by category and highlights the increase in state of good repair (SGR) funding for DART's system.

Exhibit 30: Year-over-Year Comparison of Capital Expenditures by Category (\$M)

Program Category	FY 2023 FP	FY 2024 FP	\$ Variance FY 23 to FY 24	% Variance FY 23 to FY 24
Agency-Wide	\$652.1	\$759.4	\$107.3	16.5%
Bus	1,430.0	1,609.9	179.9	12.6%
Light Rail Transit	4,959.7	3,727.7	(1,232.0)	(24.8%)
Streetcar	100.7	105.0	4.3	4.2%
Commuter Rail/RR Management	1,982.7	2,001.7	19.0	1.0%
Paratransit	4.5	4.5	(0.0)	(0.7%)
General Mobility (Road Improvements)	15.6	15.6	0.0	0.0%
Non-Operating	65.0	307.9	242.9	373.6%
Capital P & D, Startup	434.8	428.2	(6.5)	(1.5%)
Total Capital Expenditures	\$9,645.2	\$8,960.0	(\$685.1)	(7.1%)

DART plans to invest \$8.9 billion in capital and non-operating projects during the next 20 years, including enhancing passenger amenities across the system, raising 23 light rail platforms, replacing 95 LRVs, modernizing signal systems on the oldest lines to maximize safety, communications, reliability, and network capacity, updating facilities to maintain the new accessible low-floor LRVs, replacing and renovating TRE trains, and investing in technology, security, and communication systems.

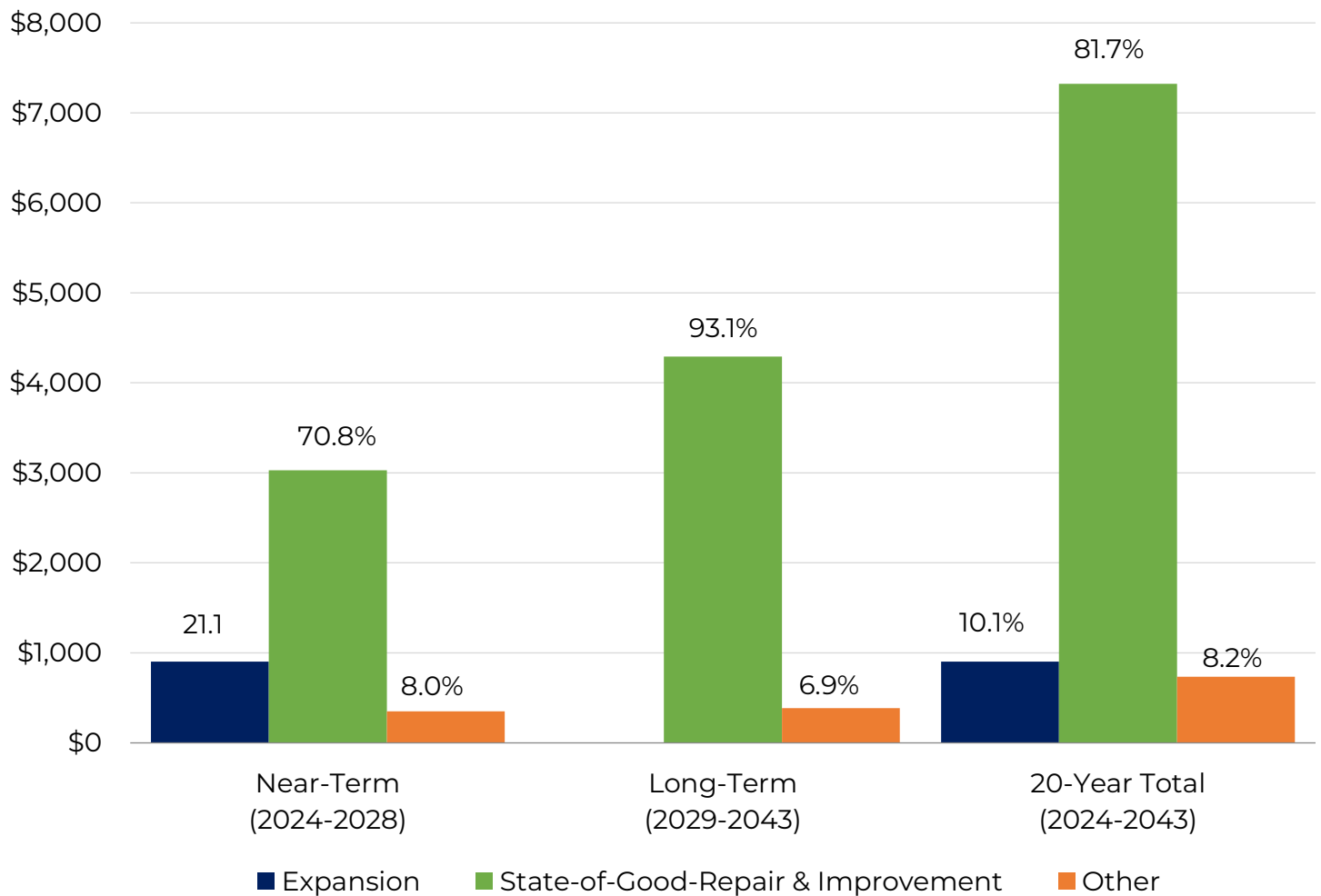
Additionally, DART is in the design and testing phase for the scheduled replacement of bus stations throughout the system, which will begin in FY 2024. DART also intends to weatherize the light rail system, improve bus corridors, and establish a rapid transit program for buses.

Capital planning and development (P&D) costs are planning, management, oversight, and administrative costs of capital projects that cannot be capitalized. Startup costs are all operating costs incurred: 1) solely because of the opening of new service and 2) prior to the start of revenue service. Once revenue service begins, the appropriate portion of these costs is incorporated into the operating budget. Both P&D and startup costs are shown on budget reports as a credit to total departmental expenses and are deducted from that total to calculate operating expenses.

Lastly, as outlined in Exhibit 31, SGR investments represent about 82 percent of capital expenditures during the next 20 years. These funds are devoted to capital maintenance

and timely asset replacement, and they are critical to DART's long-term sustainability. Programming funds in this manner helps ensure DART can continue to serve the community with high-quality, reliable vehicles and infrastructure.

Exhibit 31: 20-Year Capital & Non-Operating Program by Category (\$M)

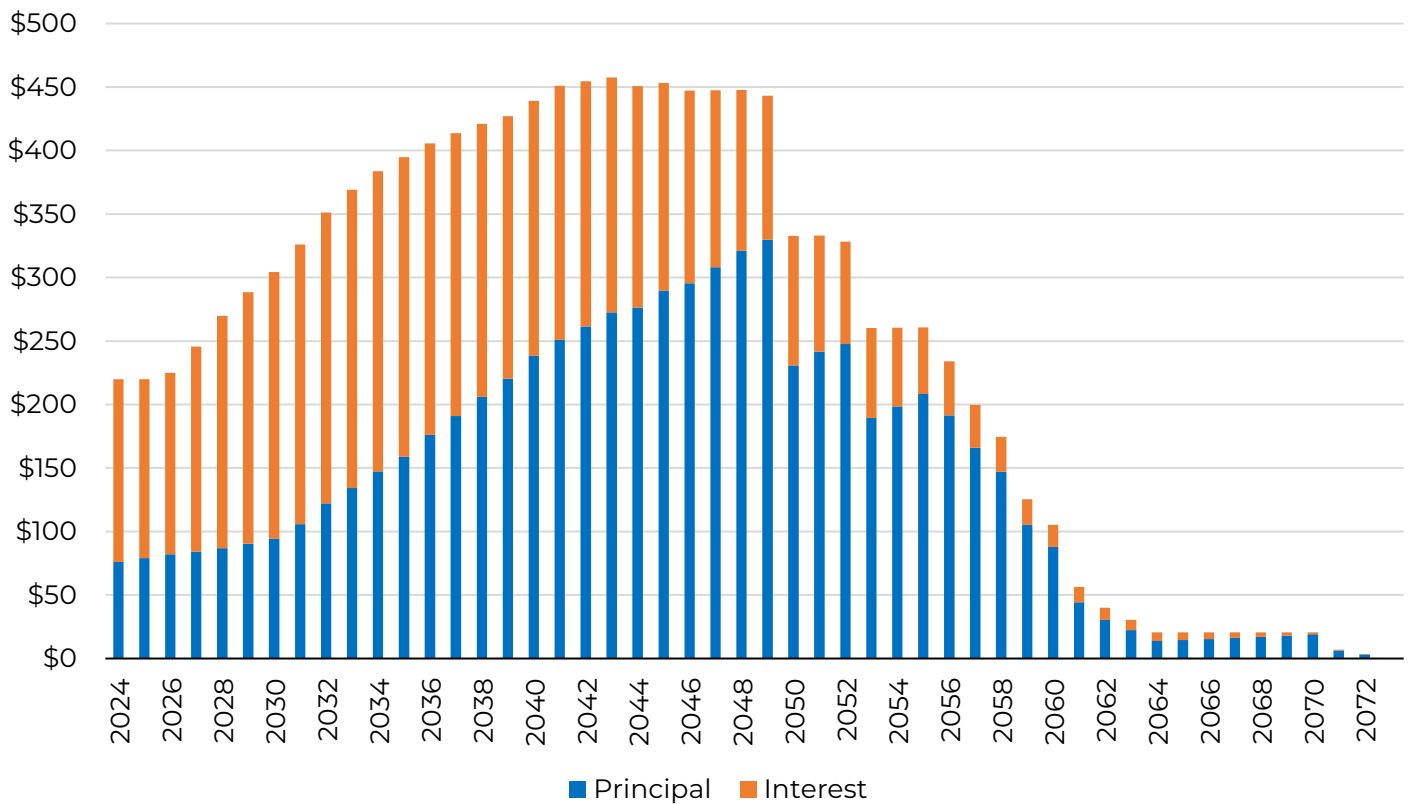


Please refer to the Capital Improvement Program section for additional details on capital projects.

Debt Service Costs (Lines 28-31, 33)

Exhibit 32 illustrates debt service costs for all existing and projected debt issuances in the Plan. Interest expense payments are shown net of the Build America Bonds (BABs) subsidy.

Exhibit 32: FY 2024-FY 2073 Principal & Interest Payments (\$M)



DART believes a sound debt program should have a combination of fixed and variable-rate debt. DART plans to have no more than 15 percent of its debt in variable-rate products. The variable-rate debt can be short- or long-term, but DART has never issued long-term variable-rate debt and has no plans to do so. However, we will analyze the market for each future debt issuance and issue whatever type of debt is in DART's best interest at that time.

Exhibit 33 summarizes the major commercial paper and long-term debt assumptions. The actual amount, type, interest rates, and timing of debt issuance may change from the Plan depending on DART's financial needs and market conditions.

Exhibit 33: Long-Term Debt & Commercial Paper Assumptions

Description	Commercial Paper (CP)		Long-Term Debt (LTD)	
	FY 2024	FY 2025-2043	FY 2024	FY 2025-2043
Term	Rolling for up to 3 years	Rolling for up to 9 years	30 years	30 years
Interest rates + fees	3.50%-5.00%	3.50%-5.00%	5.50%	5.50% Fixed
Principal repayment	\$0M	All outstanding (self-liquidity) CP is retired	\$76M	\$2.29B
New CP*/Total long-term debt issued**	\$50M	\$400M	\$361M	\$3.07B
Maximum debt outstanding at EOY	\$50M	\$400M	\$3.95B	\$7.02B
Year of maximum debt outstanding	n/a	FY 2029-2034	FY 2037	FY 2036
Cash reserves required?	Yes	Yes	No	No
Uninsured debt rating assumed	A-1+/P-1	A-1+/P-1	AA+/Aa2/AAA	AA+/Aa2/AAA

*The amounts shown on this line related to CP issuances are net numbers and do not include “rolling” retirement and re-issuance; long-term debt amounts shown on this line are gross issuances

**Amounts for long-term debt issuances are shown at par value

Supplemental Financial Information

Net Increase (Decrease) in Cash & Change in Balance Sheet Accounts (Lines 35-36)

Based on each year’s programmed sources and uses of funds, DART has projected its balance sheet for each of the next 20 years, as shown in Exhibit 34. These line items reflect the net change in cash and non-cash balance sheet accounts. The Change in Balance Sheet Accounts line item compensates for the lag between the occurrence of an accounting transaction, which affects the balance sheet, and the actual receipt or disbursement of cash.

Exhibit 34: FY 2024-FY 2043 Balance Sheet (\$M)

Description	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
ASSETS										
CURRENT ASSETS										
Cash, Cash Equivalents, & Investments	\$906.0	\$566.3	\$479.3	\$487.1	\$484.4	\$491.4	\$490.9	\$483.9	\$496.6	\$497.3
Sales Taxes Receivable	151.5	157.6	162.3	162.3	168.8	177.2	187.9	197.3	205.1	211.3
Transit Revenue Receivable, net	2.0	2.2	2.3	2.4	2.6	2.6	2.7	2.9	2.9	2.9
Due from Other Governments	16.0	19.7	35.0	20.3	16.9	13.8	9.0	9.2	9.0	10.4
Material & Supplies Inventory	42.2	43.4	44.6	45.7	46.9	48.1	49.3	50.6	51.9	53.2
Prepaid Expenses	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
TOTAL CURRENT ASSETS	\$1,120.6	\$792.2	\$726.5	\$720.8	\$722.5	\$736.2	\$742.7	\$746.8	\$768.5	\$778.0
Notes Receivable & Investment in Joint Venture	5.3	4.3	3.4	2.4	1.4	0.5	0.0	0.0	0.0	0.0
Property, Plant, & Equipment, Net	5,971.8	6,718.0	7,315.3	7,794.7	8,120.9	8,308.1	8,407.2	8,371.3	8,292.6	8,138.7
Unamortized Debt Issuance Costs & Other	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Deferred Outflows of Resources	36.0	35.1	34.3	33.4	32.6	31.8	31.1	30.3	29.6	28.9
TOTAL ASSETS & DEFERRED OUTFLOWS	\$7,134.0	\$7,550.0	\$8,079.7	\$8,551.7	\$8,877.7	\$9,076.9	\$9,181.2	\$9,148.7	\$9,091.0	\$8,945.9
LIABILITIES AND EQUITY										
CURRENT LIABILITIES										
Accounts Payable & Accrued Liabilities	284.1	329.8	305.1	280.1	257.5	237.8	226.2	206.4	203.2	194.9
Commercial Paper Notes Payable	50.0	0.0	100.0	200.0	300.0	400.0	400.0	300.0	200.0	100.0
Current Portion of Long-Term Debt Payable	76.0	79.1	82.2	84.1	86.8	90.3	94.4	105.7	122.2	134.3
Retainage Payable	36.1	72.8	75.6	65.3	54.9	43.5	34.7	26.0	19.1	14.8
TOTAL CURRENT LIABILITIES	\$446.2	\$481.8	\$562.9	\$629.5	\$699.2	\$771.6	\$755.3	\$638.2	\$544.5	\$444.0
Senior Lien Sales Tax Revenue Bonds Payable	3,660.0	3,580.9	3,498.7	3,414.6	3,327.8	3,237.5	3,143.1	3,037.3	2,915.2	2,780.8
Net Pension Liability	18.7	17.7	16.7	15.7	14.7	13.7	12.7	11.7	10.7	0.0
TOTAL LIABILITIES & DEFERRED INFLOWS	\$4,124.9	\$4,080.3	\$4,078.3	\$4,059.8	\$4,041.7	\$4,022.8	\$3,911.0	\$3,687.2	\$3,470.4	\$3,224.8
NET ASSETS (EQUITY)	\$3,009.1	\$3,469.6	\$4,001.3	\$4,491.9	\$4,836.1	\$5,054.1	\$5,270.2	\$5,461.5	\$5,620.6	\$5,721.0
TOTAL LIABILITIES & NET ASSETS	\$7,134.0	\$7,550.0	\$8,079.7	\$8,551.7	\$8,877.7	\$9,076.9	\$9,181.2	\$9,148.7	\$9,091.0	\$8,945.9

Description	FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043
ASSETS										
CURRENT ASSETS										
Cash, Cash Equivalents, & Investments	\$503.7	\$523.0	\$593.9	\$555.1	\$585.4	\$520.7	\$529.7	\$395.3	\$427.9	\$527.3
Sales Taxes Receivable	211.3	219.8	230.7	244.6	256.8	267.1	275.1	275.1	286.1	300.4
Transit Revenue Receivable, net	3.2	3.2	3.2	3.5	3.5	3.5	3.8	3.8	3.9	4.2
Due from Other Governments	9.0	9.0	9.0	9.0	16.1	16.3	12.6	11.6	9.0	9.3
Material & Supplies Inventory	54.5	55.9	57.3	58.8	60.3	61.8	63.4	65.0	66.6	68.3
Prepaid Expenses	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
TOTAL CURRENT ASSETS	\$784.7	\$813.8	\$897.2	\$873.9	\$925.1	\$872.4	\$887.6	\$753.9	\$796.5	\$912.5
Notes Receivable & Investment in Joint Venture	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Property, Plant, & Equipment, Net	7,957.5	7,736.5	7,487.6	7,441.6	7,402.1	7,506.1	7,715.7	7,825.6	7,724.1	7,609.2
Unamortized Debt Issuance Costs & Other	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.2
Deferred Outflows of Resources	28.3	27.6	27.0	26.4	25.8	25.3	24.7	24.2	23.7	23.2
TOTAL ASSETS & DEFERRED OUTFLOWS	\$8,770.6	\$8,578.2	\$8,412.0	\$8,342.2	\$8,353.2	\$8,404.1	\$8,628.3	\$8,604.0	\$8,544.5	\$8,545.1
LIABILITIES AND EQUITY										
CURRENT LIABILITIES										
Accounts Payable & Accrued Liabilities	195.2	193.1	192.9	235.1	241.6	272.9	297.2	284.8	252.6	255.7
Commercial Paper Notes Payable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Current Portion of Long-Term Debt Payable	147.3	158.9	176.1	190.9	205.9	220.4	238.6	250.8	261.4	272.6
Retainage Payable	11.1	8.8	6.4	13.7	22.6	29.0	39.3	39.8	27.6	19.0
TOTAL CURRENT LIABILITIES	\$353.6	\$360.8	\$375.4	\$439.7	\$470.2	\$522.4	\$575.0	\$575.3	\$541.6	\$547.3
Senior Lien Sales Tax Revenue Bonds Payable	2,633.6	2,474.7	2,298.6	2,107.7	1,901.7	1,681.3	1,442.7	1,191.9	930.5	657.9
Net Pension Liability	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL LIABILITIES & DEFERRED INFLOWS	\$2,987.2	\$2,835.5	\$2,674.0	\$2,547.4	\$2,372.0	\$2,203.7	\$2,017.8	\$1,767.3	\$1,472.1	\$1,205.2
NET ASSETS (EQUITY)	\$5,783.5	\$5,742.8	\$5,738.1	\$5,794.7	\$5,981.3	\$6,200.4	\$6,610.5	\$6,836.7	\$7,072.4	\$7,339.9
TOTAL LIABILITIES & NET ASSETS	\$8,770.6	\$8,578.2	\$8,412.0	\$8,342.2	\$8,353.2	\$8,404.1	\$8,628.3	\$8,604.0	\$8,544.5	\$8,545.1

Cash Reserves & Restricted Funds (Line 38)

DART maintains several cash reserves. Financial Standard G5 requires a Master Insurance Reserve for claims and Board liability exposure. This fund is expected to have a balance of about \$21.3 million on September 30, 2023.

Financial Standard G7 requires that sales tax collections that exceed budget during a fiscal year be placed in a Financial Reserve. Once this fund balance reaches \$50 million, all additional funds are placed in the Mobility Assistance and Innovation Fund (MAIF). Please note DART has pledged up to \$10 million of the Financial Reserve as collateral on a defeased lease transaction with Comerica, but this amount will decrease to zero in December 2023.

Working Cash Requirement (Line 39)

Financial Standard G6 says, “since sales taxes are received on a monthly basis, the unrestricted cash balance at the end of the year shall not be less than one-twelfth of the difference between the subsequent year’s total sources of cash (excluding sales taxes) and total uses of cash as projected in the Financial Plan.” For an improved safety margin, the Plan maintains this cash balance at a minimum of 90 days of operating expenses (as opposed to 30 days required by policy). This line item represents the projected year-end value.

Mobility Assistance & Innovation Fund (Line 40)

Because financial reserves are at \$50 million, future sales tax excess will be placed in the MAIF on or before December 31, 2023. The MAIF may be used for any purpose, subject to an affirmative vote of two-thirds of the appointed and qualified Board members. The Plan includes the use of \$114.2 million in existing MAIF funds to pay for service increases in GoLink ridership. This innovative, flexible program can be used to quickly provide service to areas where fixed-route service is inadequate or to develop and test demand for future service. Remaining funds at the end of FY 2024 are projected to be \$11.1 million.

Restricted Cash for Deferred Spending (Line 41)

This line item represents the projected end-of-year value and is the bottom-line check regarding the long-term affordability of DART’s programs. If this value is positive, the Plan is affordable, given the assumptions used to build it. In the FY 2024 Plan, restricted cash for deferred spending reaches its lowest value in FY 2041 at \$20.2 million. This amount is in addition to the reserves described in the previous paragraphs. DART’s minimum total cash on hand, inclusive of all reserves and restricted funds, is projected at \$395.3 million in FY 2041.

Cash is restricted for deferred capital and non-operating spending and is not excess cash on hand with no programmed use. Many things influence the amount of cash in this line, including timing of capital expenditures, debt issuance, and federal discretionary grants.

Coverage Ratios (Lines 42-43)

Financial Standard D7 requires DART to maintain a minimum external coverage ratio of 2.0, meaning gross sales tax revenues are at least twice the amount of annual debt service. This is the standard DART is held to by the market and in its own external debt documents. In those documents, DART agrees it will not issue additional debt when it does not comply with this standard. In the FY 2024 Plan, the lowest external coverage ratio is 3.16 in FY 2034.

The same standard also aims for an internal coverage ratio greater than 1.0. “It is a goal of DART that for financial planning purposes, for long-term debt, sales tax revenues plus operating revenues, plus interest income, less operating expenses (excluding debt service and depreciation), for any 12 consecutive months of the prior 18 months, must be sufficient to cover maximum annual debt service.” The Plan meets this standard for all years, with a minimum value of 1.31 in FY 2034.

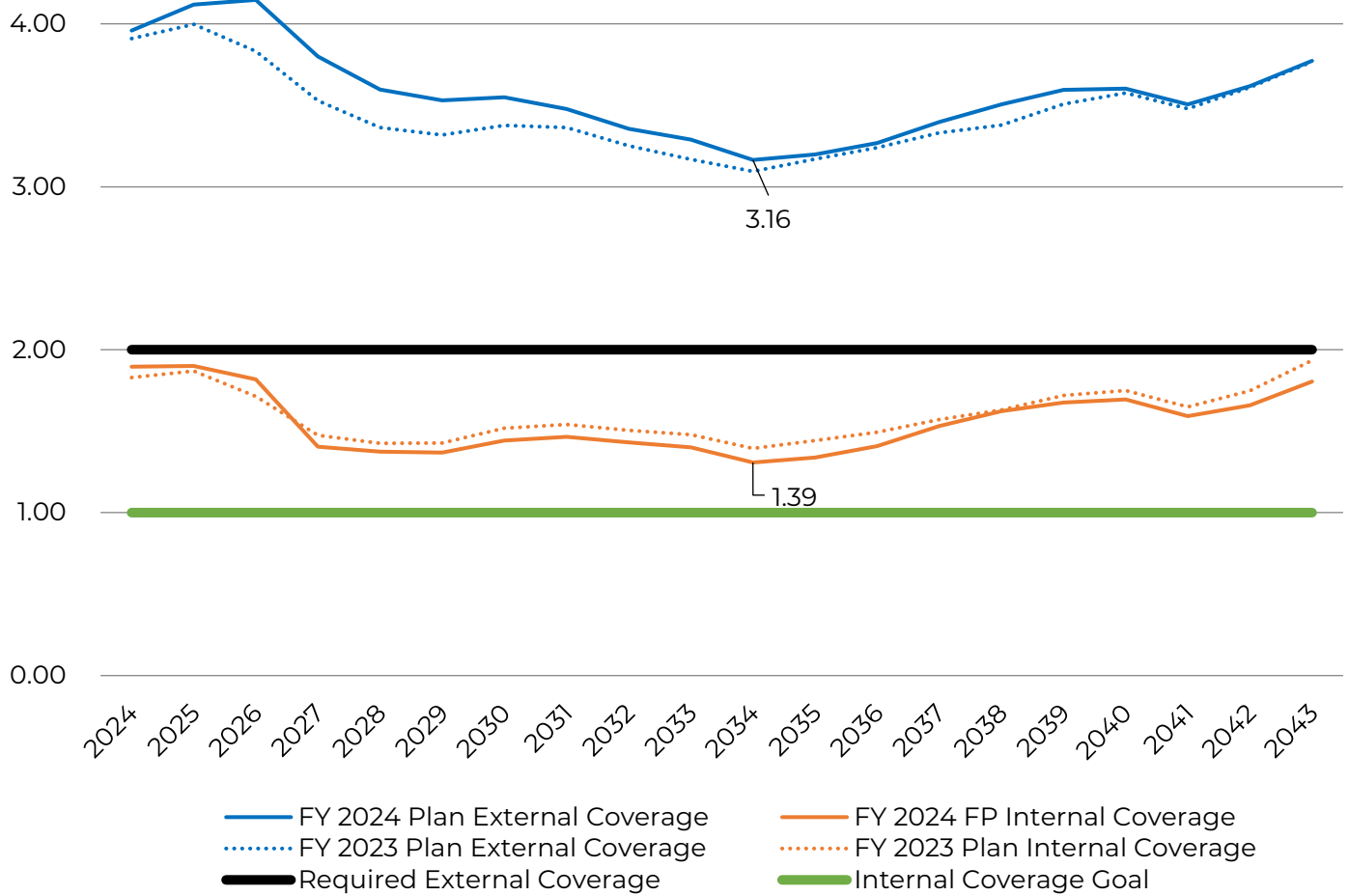
Restricted cash for deferred spending and the internal and external coverage ratios are critical components of affordability. Exhibits 35 and 36 compare the projected annual values of the internal and external coverage ratios from the FY 2023 Plan to those in the FY 2024 Plan.

Exhibit 35: Year-over-Year Comparison of Coverage Ratios (Table)

Fiscal Year	FY 2023 FP		FY 2024 FP		Variance	
	External Coverage	Internal Coverage	External Coverage	Internal Coverage	External Coverage	Internal Coverage
2024	3.91	1.83	3.96	1.90	0.05	0.07
2025	4.00	1.87	4.12	1.90	0.12	0.03
2026	3.83	1.71	4.15	1.82	0.31	0.10
2027	3.53	1.48	3.80	1.40	0.27	(0.07)
2028	3.36	1.43	3.60	1.37	0.23	(0.05)
2029	3.32	1.43	3.53	1.37	0.21	(0.06)
2030	3.38	1.52	3.55	1.44	0.17	(0.08)
2031	3.36	1.54	3.48	1.46	0.11	(0.08)
2032	3.25	1.50	3.36	1.43	0.11	(0.07)
2033	3.17	1.48	3.29	1.40	0.12	(0.08)
2034	3.09	1.39	3.16	1.31	0.07	(0.09)

Fiscal Year	FY 2023 FP		FY 2024 FP		Variance	
	External Coverage	Internal Coverage	External Coverage	Internal Coverage	External Coverage	Internal Coverage
2035	3.17	1.44	3.20	1.34	0.03	(0.10)
2036	3.24	1.49	3.27	1.41	0.03	(0.09)
2037	3.33	1.57	3.40	1.53	0.07	(0.04)
2038	3.38	1.63	3.51	1.62	0.13	(0.01)
2039	3.51	1.72	3.59	1.68	0.09	(0.04)
2040	3.57	1.75	3.60	1.69	0.03	(0.05)
2041	3.48	1.65	3.51	1.59	0.03	(0.06)
2042	3.61	1.75	3.62	1.66	0.01	(0.09)
2043	3.77	1.93	3.77	1.80	0.01	(0.13)

Exhibit 36: Year-over-Year Comparison of Coverage Ratios (Graph)





CAPITAL IMPROVEMENT PROGRAM

EXECUTIVE SUMMARY

PURPOSE & GOALS

CAPITAL PROJECT REVIEW PROCESS

RELATIONSHIP TO OTHER PLANS

FUNDING SOURCES

FY 2024-FY 2028 CAPITAL IMPROVEMENT PROGRAM

EXECUTIVE SUMMARY

DART's FY 2024-FY 2028 Capital Improvement Program (CIP) provides a five-year forecast of the agency's investments in capital infrastructure and assets. The CIP will be updated annually and serve as a companion document guided by the Annual Budget and 20-Year Financial Plan.

The CIP includes 347 projects that DART has programmed over the next five years. Of the 347 projects, 298 projects are active, while 49 projects are reserves for State of Good Repair efforts. This investment of approximately \$4.5 billion represents the agency's commitment to serving the public through strategic investments that support a more accessible, sustainable, and reliable system. The CIP also captures DART's efforts to continue providing robust mobility options that connect people, communities, and destinations across North Texas now and in the future.

Readers should note that projects in the CIP are limited to what the agency can pay for with forecasted revenues. While most projects are funded locally, this document also identifies projects that support key priorities identified in the Infrastructure Investment and Jobs Act (IIJA) legislation. DART continuously screens projects within the CIP that may be candidates for grant funding at the federal and regional level, allowing DART to expand its capital project capacity.

**Total FY 2024-FY 2028
Capital Improvement Program**

\$4.5B



MODE/PROGRAM	FY 2024-FY 2028 INVESTMENT
Agency-Wide	\$304.2M
Bus	\$662.2M
Commuter Rail	\$1.5B
Light Rail Transit	\$1.6B
Paratransit	\$1.1M
Streetcar	\$103.4M

ADDITIONAL INVESTMENTS*	FY 2024-FY 2028 INVESTMENT
Non-Operating	\$249.8M
Road Improvements	\$15.6M
Capital Planning, Development, and Startup	\$100M

* Projects in these categories are not detailed in this report.

Every project in the CIP addresses one or more of DART’s strategic priorities:



CUSTOMER FOCUS

Enhance the safety and service experience through customer-focused initiatives. Near-term initiatives emphasize system security, cleanliness, and reliability.



STEWARDSHIP

Provide stewardship of the transit system, agency assets, and financial obligations.



INNOVATION

Innovate to enhance mobility options, business processes, and funding.



EXCELLENCE

Pursue excellence through employee engagement, diversity, development, and well-being.



LEADERSHIP

Enhance DART’s role as a recognized local, regional, and national transportation leader.

PURPOSE & GOALS

The FY 2024-FY 2028 Capital Improvement Program (CIP) is DART's first short-term, financially constrained investment plan for the planning, design, construction, and capital maintenance of assets across the agency. The CIP details the first five years of planned projects included in the FY 2024 20-Year Financial Plan.

Capital projects and additional related investments total approximately \$4.5 billion and include new, ongoing, and one-time investments across the bus, commuter rail, light rail transit, streetcar, and paratransit programs, as well as agency-wide initiatives, planning activities, and funding for service area cities' transit-related improvement programs.

This document aims to:

- Tie near-term projects to DART's Strategic Priorities
- Identify projects that meet the goals of the Infrastructure Investment and Jobs Act (IIJA), which prioritize investments in safety, modernization, equity, and climate
- Minimize obstacles to project delivery stemming from funding availability by proactively identifying funding opportunities outside of local revenue and formula funds
- Help the agency forecast capital funding sources over a five-year period and identify opportunities for scope, schedule, and budget efficiencies, as well as opportunities to procure and/or fund projects
- Provide agency project managers with an effective planning tool for project implementation
- Promote awareness and educate Board members, stakeholders, and the public of upcoming projects and priorities
- Foster transparency, credibility, and trust with the public and external funding agencies

The CIP is intended to serve as a companion document to the Annual Budget and 20-Year Financial Plan.



CAPITAL PROJECT REVIEW PROCESS

The capital project review is an annual process that allows the agency to reassess all active projects as well as advance new initiatives and programs. The process starts with a look into the current State of Good Repair (SGR) and ends with Board approval and an updated CIP.

1

UPDATES TO SGR RESERVES

SGR funds are placeholders in the financial plan for regularly scheduled capital asset maintenance and replacement or set aside for a specific type of project where the exact nature, timing, and amount are not yet known. When a project is approved, the new project is given its own line in the capital program, and the budgeted cost of the new project reduces the balance of the reserve. Reserve balances are reviewed on an annual basis to ensure they are adequate for future needs for each mode and expenditure type. Additionally, DART periodically issues long-term debt for specific CIP projects.



2

CALL FOR NEW PROJECTS

As DART continues to modernize and upgrade, there may be projects that are not part of the financial plan but are essential to the agency's growth. These projects are submitted as new initiatives or projects and complete the annual approval process.



3

CAPITAL PROJECT SUBMISSION REVIEW

Staff reviews projects to determine if they meet the requirements outlined in the CEO's goals for the agency. If so, the project moves to the next step for selection and prioritization. Projects without sufficient documentation or that do not adequately support the CEO's goals do not move past this step.



4

SELECTION & PRIORITIZATION

Submitted projects undergo an extensive review by staff and then move to review by the Leadership Roundtable (LRT). The LRT prioritizes projects based on the CEO's goals. Once prioritized, the project is added to the financial plan for funding and presented to the Board for consideration.



5

BOARD APPROVALS

The Board approves the annual budget, which includes the operating budget, capital budget, and debt service budget. Beginning in FY 2024, the Board will also approve the recommended CIP as part of the budget and financial planning process.



6

UPDATES TO CIP

After Board approval, staff will update the CIP to reflect any changes made during the review process.

RELATIONSHIP TO OTHER PLANS



ANNUAL BUDGET & 20-YEAR FINANCIAL PLAN

The CIP details the capital needs over the first five years of the 20-Year Financial Plan. Given that this is the first CIP for the agency, projects were already identified, prioritized, and funded through the budget and financial plan development. In future years, proposing a project for the CIP will be the first step in identifying and prioritizing future investments over the 20-year timeframe.

TRANSIT ASSET MANAGEMENT PLAN

The Transit Asset Management Plan (TAM Plan) provides a clear picture of DART's assets, their condition, and the processes the agency follows to ensure they are kept in safe and working order. The conditions assessments, key capital investment projects, and future initiatives detailed in the TAM Plan inform which projects based on asset class (rolling stock, equipment, facilities, and infrastructure) should be included in the CIP to ensure assets are managed efficiently and effectively throughout their lifecycle.

2045 TRANSIT SYSTEM PLAN

DART's 2045 Transit System Plan focuses on opportunities to improve, innovate, and expand under five themes: Rider Experience, Mobility and Innovation, Service and Expansion, Land Use and Economic Development, and Collaboration. Many goals and actions tied to these themes have capital investment needs that are eligible for prioritization and funding through the CIP.

FUNDING SOURCES

DART maintains a structural balance to its budget. This means that current period cash inflows match the outgoing cash requirements for operating and debt service costs. While DART does not have a policy that requires a balanced annual budget, the structural balance of the budget and the internal coverage ratio perform a related control function. Annual sources of funds are sufficient to pay for all ongoing obligations (operating and debt service) in every year of the FY 2024 Financial Plan.

LOCAL SOURCES

The primary source of funding for DART's CIP projects is debt issuances supported by sales tax and operating revenues.

FEDERAL FUNDING

Federal funds are either formula or discretionary funds.

FORMULA FUNDING

DART receives formula funding from the Federal Transit Administration (FTA) through three capital grant programs: Section 5307 Urbanized Area Program; Section 5337 State of Good Repair Program; and Section 5339 Buses and Bus Facilities Program. While all three programs can support capital projects included in the CIP, historically DART has used Section 5307 funds to pay for eligible preventive maintenance activities, which are tracked in the operating budget.

NOTE: Upon award, DART staff must ensure all projects that receive federal funding are accounted for in the regional Transportation Improvement Program (TIP) maintained by NCTCOG per FTA requirements.

DISCRETIONARY FUNDING

These funds are authorized under 49 U.S.C. Section 5309 (New Starts/Core Capacity/Small Starts) and other programs such as the Congestion Mitigation and Air Quality Improvement (CMAQ) Program and the State of Texas Mobility Fund (TMF).

POTENTIAL GRANT OPPORTUNITIES

The once-in-a-generation Infrastructure Investment and Jobs Act (IIJA) significantly increases the level of annual federal transit funding through 2026. Along with increased annual formula funding, DART may benefit from pursuing competitive grant opportunities.

While the projects included in the CIP do not currently reflect funding from the IIJA grant programs, DART staff have initiated a process to

screen projects for future opportunities by comparing them against the four key priorities outlined in the legislation. Callouts for "Potential IIJA Grant Opportunities" are identified throughout the CIP for consideration.

Additionally, projects are also being screened based on their ability to address the Biden Administration's strategic goals that are typically included as application requirements and evaluation criteria. The four key areas are summarized below.

SAFETY



Enhancing state safety oversight programs by strengthening rail inspection practices to protect transit workers and riders from injuries and ensure safe access to transit.

MODERNIZATION



Reducing the state of good repair investment backlog by repairing and upgrading aging transit infrastructure and modernizing bus and rail fleets.

CLIMATE



Replacing thousands of transit vehicles, including buses and ferries, with cleaner, greener vehicles.

EQUITY



Improving transit service for communities that have historically had more limited access to transit and provide for substantial upgrades to station accessibility.

FY 2024-FY 2028 CAPITAL IMPROVEMENT PROGRAM

The capital projects in the FY 2024-FY 2028 CIP have been divided into six major program areas. The investments in the six program areas total approximately **\$4.1B**. Additional investments of \$365.4M are associated with non-operating and capital planning and development costs included in the financial plan but not detailed in this report. All together, these investments total approximately **\$4.5B**.

MODE/PROGRAM	FY 2024-FY 2028 INVESTMENT
Agency-Wide	\$304.2M
Bus	\$662.2M
Commuter Rail	\$1.5B
Light Rail Transit	\$1.6B
Paratransit	\$1.1M
Streetcar	\$103.4M

ADDITIONAL INVESTMENTS*	FY 2024-FY 2028 INVESTMENT
Non-Operating	\$249.8M
Road Improvements	\$15.6M
Capital Planning, Development, and Startup	\$100M

* Projects in these categories are not detailed in this report.

**Total FY 2024-FY 2028
Capital Improvement Program**

\$4.5B

PROGRAM & CATEGORY OVERVIEW

Projects in the CIP are classified by mode or program and then further categorized based on definitions from the Federal Transit Administration's (FTA) National Transit Database.

MODE/PROGRAM

AGENCY-WIDE

Projects in this category are not specific to one mode, but instead impact multiple modes or the agency in general. Projects such as enterprise application replacements, for example, will impact all modes.

BUS

Projects in this category include the maintenance, replacement, or expansion of DART's bus fleet, bus-related amenities, bus support facilities, and bus programs that ensure safe and reliable bus service.

COMMUTER RAIL

Projects in this category support the DART-owned portion of the TRE commuter rail corridor, Silver Line regional rail line, active freight lines, and non-operated freight, or abandoned lines.

LIGHT RAIL TRANSIT

Projects in this category include the maintenance, replacement, or expansion of DART's light rail system, supporting infrastructure, and associated facilities.

PARATRANSIT

Projects in this category include maintenance of DART's paratransit operations facility.

STREETCAR

Projects in this category support extension of existing streetcar lines and maintenance of the Dallas Streetcar system per DART's agreement with the City of Dallas.

ADDITIONAL INVESTMENTS

Funds in this category are included in the Capital & Non-Operating Costs line item in the 20-Year Financial Plan but are not detailed in the FY 2024-FY 2028 CIP. They include:

- Non-operating projects that do not meet the capitalization criteria for accounting purposes, such as planning studies.
- Internal staff and consulting costs associated with planning, designing, managing, constructing, and opening new capital projects.
- Funds to support projects undertaken by service area cities through interlocal agreements with DART.



PROJECT CATEGORIES

ADMINISTRATIVE BUILDINGS

Capital expenses for administrative buildings include design and engineering, land acquisition and relocation, demolition, and purchase or construction. Administrative buildings are general administrative offices owned by DART.

COMMUNICATIONS & INFORMATION SYSTEMS

Capital expenses for communications systems include two-way radio systems between dispatchers and vehicle operators, cab signaling, and train control equipment in rail systems, Automatic Vehicle Locator (AVL) systems, automated dispatching systems, vehicle guidance systems, telephones, fax machines, and public-address systems.

Expenses for information systems include computers, monitors, printers, scanners, data storage devices, and associated software that support transit operations. Software may include general office, accounting, scheduling, planning, vehicle maintenance, non-vehicle maintenance, and customer service programs.

FARE REVENUE COLLECTION EQUIPMENT

Capital expenses for fare revenue collection equipment include the acquisition or rebuilding of validators, automated fareboxes, and related software, as well as ticket vending machines.

GUIDEWAYS

Guideways are the structures that support and guide trains or individual vehicles that travel over them. Capital expenses for guideways include design and engineering, land acquisition and relocation, demolition, and purchase or construction. It also includes the buildings and infrastructure dedicated to transit operations, such as:

- Elevated and subway structures, tunnels, and bridges
- Track and power systems for rail modes
- Paved highway lanes dedicated to fixed-route modes

NOTE: This category does not include passenger stations or transfer facilities, bus pullouts, or communications systems.

MAINTENANCE BUILDINGS

Capital expenses for maintenance buildings include design and engineering, land acquisition and relocation, demolition, and purchase or construction. Maintenance buildings include garages, shops,

operations centers, and associated equipment, such as diagnostic equipment.

PASSENGER STATIONS

Capital expenses for passenger stations include design and engineering, land acquisition and relocation, demolition, and purchase or construction. Passenger stations include park-and-ride facilities.

REVENUE VEHICLES

Revenue vehicles such as light rail vehicles and buses are used for revenue-generating operations. Capital expenses for revenue vehicles include acquisition and major rehabilitation of the vehicles, which can occur for individual vehicles or when overhauling or expanding a fleet. The cost of the vehicle includes both the vehicle and all internal or attached fixtures and appliances. When equipment such as a farebox, radio, AVL, or spare engine is included as part of the vehicle purchase, these items are considered part of the vehicle cost.

SERVICE VEHICLES (NON-REVENUE VEHICLES)

Capital expenses for service vehicles include acquisition or rebuilding of the vehicles. Service vehicles do not directly generate revenue, but instead support operations. They include supervisor vans, tow trucks, mobile repair trucks, transit police cars, and staff cars. The cost of the vehicle includes both the vehicle and all internal or attached fixtures and appliances.

OTHER

This category includes capital expenses for all other capital projects, including planning efforts and studies.

AGENCY-WIDE

TOTAL INVESTMENT
\$304.2M

Agency-wide projects are not specific to any one mode; they provide benefits for multiple modes or for DART in general.

The most significant agency-wide investments during the next five years are associated with communications, guideways, and administrative buildings.

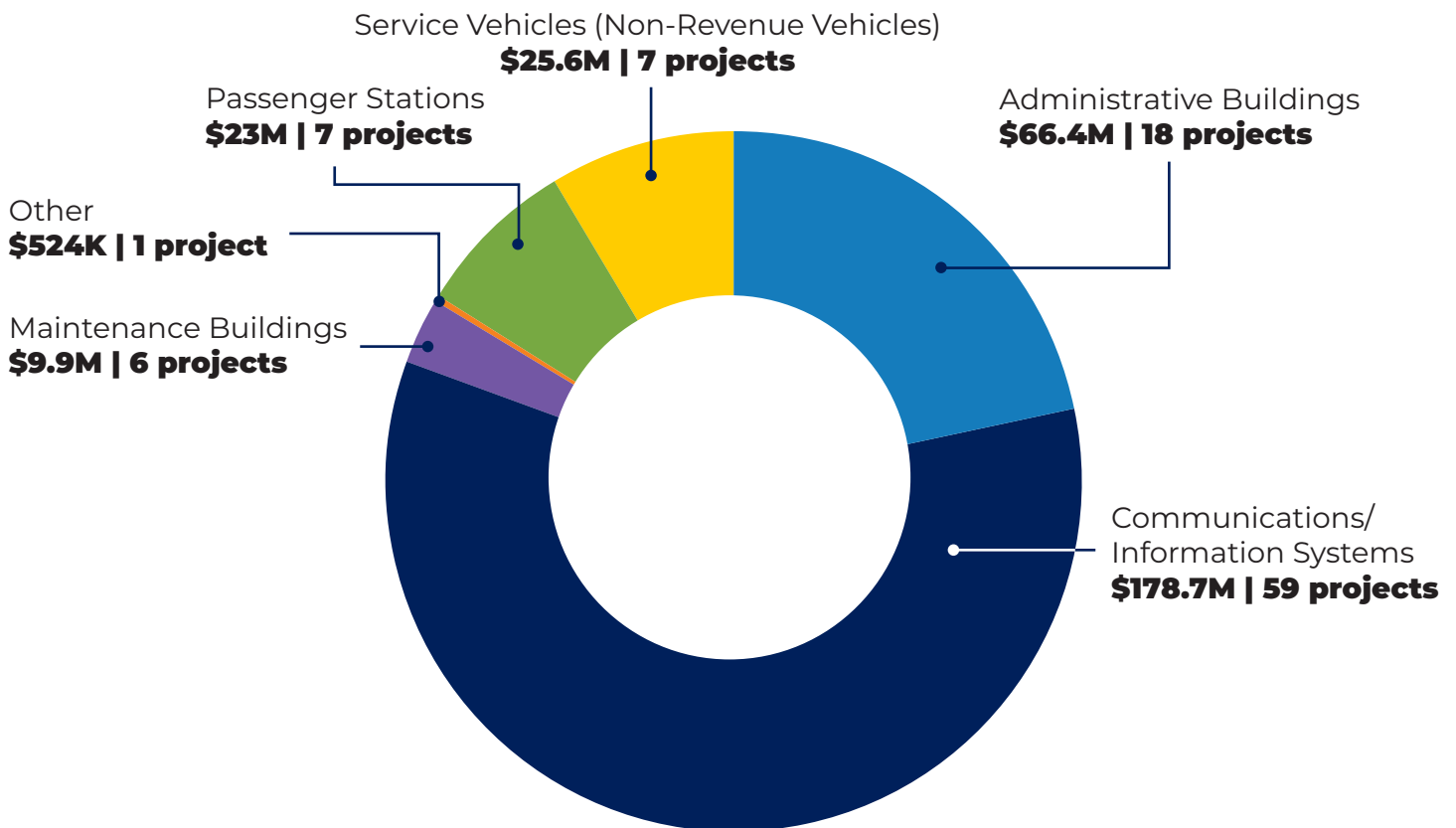
Major communications projects include a radio system upgrade to enhance interoperability with public safety entities and coverage within DART cities and a new Consolidated Dispatch and Command Center (CDCC) that

combines critical functions to improve emergency and dispatch communication abilities.

A new administrative building at Walnut Hill/Denton Station will house a police substation, training center, and finance count room.

State of Good Repair (SGR) reserves are also funded in most categories.

AGENCY-WIDE INVESTMENTS BY CATEGORY FY 2024-FY 2028



ADMINISTRATIVE BUILDINGS

Administrative building investments include new or renovated buildings, and repair or replacement of equipment and building components/ systems to maintain or enhance employee working environments.

18
Projects

\$66.4M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
AW - AB - 01	DART Multi-Use Northwest Substation at Walnut Hill/Denton Facility	■	■				\$25,462	\$25,462
AW - AB - 02	State of Good Repair Reserve - Administration	■	■	■	■	■	\$16,265	\$62,014
AW - AB - 03*	DART Headquarters Design - 1401 Pacific Ave.	■	■	■			\$12,000	\$12,000
AW - AB - 04	State of Good Repair Reserve - Administration Headquarters		■	■	■	■	\$3,514	\$19,728
AW - AB - 05	DART Police Facility	■					\$2,600	\$2,600
AW - AB - 06*	Replace Chiller and Base System at Headquarters	■					\$1,746	\$1,746
AW - AB - 07	Headquarters Roof Repair / Replacement	■					\$1,000	\$1,000
AW - AB - 08	Headquarters 2nd Floor Escalator	■					\$790	\$790
AW - AB - 09	Carpet Replacement - DART Headquarters Building	■					\$750	\$750
AW - AB - 10	Escalator Replacement - DART Headquarters Building	■					\$710	\$710
AW - AB - 11	State of Good Repair Reserve - Admin Police Headquarters		■	■		■	\$447	\$2,681
AW - AB - 12	Headquarters Chiller 2 Compressor Rebuild	■					\$240	\$240
AW - AB - 13	Headquarters Walls Repair and Paint	■					\$225	\$225
AW - AB - 14	Headquarters Small Cooling Towers Replacement	■					\$175	\$175
AW - AB - 15	Headquarters - Replace 150 KW Generator	■					\$145	\$145
AW - AB - 16	Headquarters Water Distribution System Replacement	■					\$135	\$135
AW - AB - 17	Headquarters - Replace 60 KW Generator	■					\$130	\$130
AW - AB - 18*	Agency Access Control System	■	■				\$101	\$101
Total							\$66,434	\$130,631

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

ADMINISTRATIVE BUILDINGS

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

DART MULTI-USE NORTHWEST SUBSTATION AT WALNUT HILL/DENTON FACILITY AW - AB - 01

The project is a combined facility for Police, Finance Court Room, and Agency Training located on DART property adjacent to the Walnut Hill Denton Station on the Green Line. The design team is actively engaged in programming and 30% design to determine the agency's engineer's opinion of probable construction costs. Additional funding will support completion of final design. Construction management services allow for negotiation with design cost only and would not be authorized without full funding for construction phase.



STATE OF GOOD REPAIR RESERVE - ADMINISTRATION AW - AB - 02

Maintain all administrative buildings in a state of good repair.



DART HEADQUARTERS DESIGN - 1401 PACIFIC AVE. AW - AB - 03*

Design services to bring 1401 Pacific - DART Headquarters up to code and refurbish to a state of good repair.



STATE OF GOOD REPAIR RESERVE - ADMINISTRATION HEADQUARTERS AW - AB - 04

Funding to maintain the DART headquarters administration building in a state of good repair.



DART POLICE FACILITY AW - AB - 05

To obtain final design services and necessary construction of the multi-use facility described in AW-AB-01.



REPLACE CHILLER AND BASE SYSTEM AT HEADQUARTERS AW - AB - 06*

Replace aging chiller that is at the end of its useful life and upgrade building automation system.



HEADQUARTERS ROOF REPAIR / REPLACEMENT AW - AB - 07

Assess the condition of the roof at DART Headquarters and perform needed repairs. This will include a written condition assessment report from a qualified commercial roofing company and an itemized list of deficiencies and actions taken to repair. The roof repairs/replacement will include an industry acceptable warranty.



HEADQUARTERS 2ND FLOOR ESCALATOR AW - AB - 08

Replace the escalators at DART headquarters, which were installed in 1965 and have exceeded their useful life.



CARPET REPLACEMENT - DART HEADQUARTERS BUILDING AW - AB - 09

Carpet replacement for the 1st, 3rd, and 4th floors at DART headquarters.



ESCALATOR REPLACEMENT - DART HEADQUARTERS BUILDING AW - AB - 10

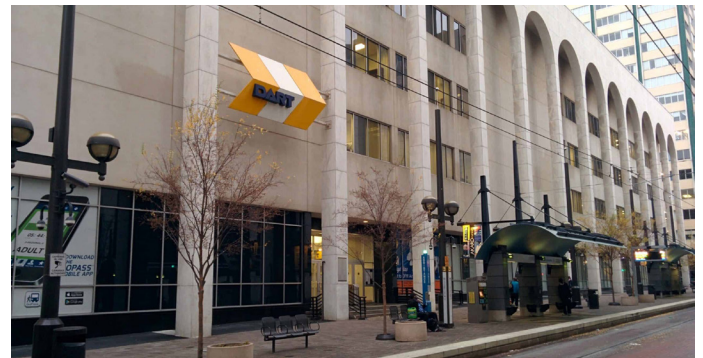
Escalator replacement at DART headquarters that were installed in 1965 and have exceeded their life cycle expectancy.



STATE OF GOOD REPAIR RESERVE - ADMIN POLICE HEADQUARTERS

AW - AB - 11

Funding to maintain the DART Police headquarters administration building in a state of good repair.



DART Administration Headquarters Building

COMMUNICATIONS/INFORMATION SYSTEMS

Communications and information system investments include upgrades to critical Intelligent Transportation Systems (ITS) infrastructure that support operations, enhance safety, and improve the customer experience, as well as a variety of projects that will increase efficiency across the agency.

59
Projects

\$178.7M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
AW - CIS - 01*	Agency CCTV Upgrade	■	■	■			\$29,000	\$29,000
AW - CIS - 02	P25 Radio System Upgrade	■	■	■	■	■	\$26,500	\$26,500
AW - CIS - 03	State of Good Repair Reserve - Application Technology		■	■		■	\$16,017	\$182,431
AW - CIS - 04	State of Good Repair Reserve - Infrastructure Technology				■	■	\$14,046	\$90,828
AW - CIS - 05	State of Good Repair Reserve - Finance		■				\$12,368	\$65,742
AW - CIS - 06	Consolidated Dispatch Facility	■	■	■			\$12,010	\$12,010
AW - CIS - 07	Customer Relationship Management Implementation	■	■	■			\$7,550	\$7,550
AW - CIS - 08	Video Management Systems	■					\$6,000	\$6,000
AW - CIS - 09*	Time and Attendance System Replacement	■	■	■			\$5,162	\$5,162
AW - CIS - 10*	Upgrade Bus and Rail Vehicle Gateways	■	■	■			\$4,640	\$4,640
AW - CIS - 11	LAWSON Enterprise Resource Planning Replacement	■	■				\$4,358	\$4,358
AW - CIS - 12	State of Good Repair Reserve - Communications		■	■	■	■	\$3,389	\$11,597
AW - CIS - 13	Desktop and Laptop Replacement	■	■	■			\$3,128	\$3,128
AW - CIS - 14	Big Data Real Time Prediction and Run Time App	■	■	■	■	■	\$2,500	\$2,800
AW - CIS - 15	Enterprise Database Systems - Oracle Database Appliance Replacement Project	■	■				\$3,005	\$3,005
AW - CIS - 16*	InfoStation Modernization	■	■	■			\$2,000	\$2,000
AW - CIS - 17	Infrastructure Capital Maintenance and State of Good Repair	■	■	■	■		\$2,000	\$2,000
AW - CIS - 18	Enterprise Asset Management System	■	■				\$2,000	\$2,000

COMMUNICATIONS/INFORMATION SYSTEMS

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
AW - CIS - 19	FY21 Mobility as a Service Enhancements - GoPass Supporting Technology	■	■	■			\$1,589	\$1,589
AW - CIS - 20	State of Good Repair Reserve - Intelligent Transportation Systems					■	\$1,588	\$9,272
AW - CIS - 21	DART Access Enhancements	■	■	■			\$1,508	\$1,508
AW - CIS - 22	Agency Conference Rooms and Digital Signage Upgrade	■	■				\$1,483	\$1,483
AW - CIS - 23	Voice Over IP Upgrade	■					\$1,474	\$1,474
AW - CIS - 24	State of Good Repair Reserve - DART Police		■	■		■	\$1,417	\$8,052
AW - CIS - 25	FY21 GoPass App Enhancements	■	■	■			\$1,311	\$1,311
AW - CIS - 26	Network Upgrade - Data Center	■					\$1,000	\$1,000
AW - CIS - 27	Kiosk Alerts and Real-Time Information	■	■				\$750	\$750
AW - CIS - 28	Data Warehouse Expansion	■	■				\$750	\$750
AW - CIS - 29	FY22 Mobility as a Service Enhancements - GoPass Supporting Technology	■	■	■			\$740	\$740
AW - CIS - 30	INIT Vehicle Business System Servers Virtualization	■					\$640	\$640
AW - CIS - 31	Police In-Car Cameras	■					\$600	\$600
AW - CIS - 32	Body-Worn Cameras	■	■	■	■		\$560	\$560
AW - CIS - 33	Tasers for Police	■	■	■	■		\$560	\$560
AW - CIS - 34*	IBM Products and Compliance Tools with Services	■	■	■			\$500	\$500
AW - CIS - 35	Real-Time Reporting	■					\$900	\$900
AW - CIS - 36	Wireless Network Upgrade for the Agency	■					\$500	\$500
AW - CIS - 37	Enterprise Project Management Improvements	■					\$500	\$500
AW - CIS - 38	Enterprise Integration of Events, Points of Interest, and Offers	■	■				\$450	\$450
AW - CIS - 39	State of Good Repair Reserve - Marketing		■	■	■	■	\$432	\$3,225

COMMUNICATIONS/INFORMATION SYSTEMS

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
AW - CIS - 40	Network Upgrade for the Agency	■					\$400	\$400
AW - CIS - 41	Rugged Tablets	■					\$391	\$391
AW - CIS - 42	Predictive Journey-Based Alerts	■	■				\$300	\$300
AW - CIS - 43	Enterprise Document Management State of Good Repair	■					\$300	\$300
AW - CIS - 44	Enterprise External Services Provider Implementation	■	■				\$250	\$250
AW - CIS - 45	Enterprise Monitoring Tools	■					\$250	\$250
AW - CIS - 46*	Advanced Enterprise Data Warehouse and Predictive Analytics Market Study and POCs	■	■				\$245	\$245
AW - CIS - 47*	BI Technologies Market Study and POCs	■	■				\$230	\$230
AW - CIS - 48	IDEAstudio Pilots	■	■				\$200	\$200
AW - CIS - 49	National Transit Database Automation	■					\$195	\$195
AW - CIS - 50	Customer Service Chat Tools	■	■				\$164	\$164
AW - CIS - 51*	Integration of Cognos Analytics On Cloud with Planning Analytics	■	■				\$150	\$150
AW - CIS - 52	Mobile Data Computers - Police	■					\$150	\$150
AW - CIS - 53	Firewall Lifecycle Replacement	■					\$129	\$129
AW - CIS - 54	Where's My Bus - SMS Real Time Information	■					\$128	\$128
AW - CIS - 55	Wireless Security Mobile Tower	■					\$100	\$100
AW - CIS - 56	Transit Signal Priority Improvements	■					\$71	\$71
AW - CIS - 57*	Cybersecurity Awareness Training Platform	■					\$60	\$60
AW - CIS - 58	BI Enterprise Applications	■	■				\$60	\$60
AW - CIS - 59	Innovation Platform Development	■					\$50	\$50
	Total						\$178,748	\$500,938

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

COMMUNICATIONS/INFORMATION SYSTEMS

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

AGENCY CCTV UPGRADE AW - CIS - 01*

Upgrade video surveillance capabilities across the entire agency.



P25 RADIO SYSTEM UPGRADE AW - CIS - 02

Upgrade existing radio system to P25 Phase 2 standard to facilitate better interoperability with public safety entities and better coverage of member city areas. The current OpenSky radio system is obsolete and no longer supported.



STATE OF GOOD REPAIR RESERVE - APPLICATION TECHNOLOGY

AW - CIS - 03

Funding to maintain all application technology in a state of good repair.



STATE OF GOOD REPAIR RESERVE - INFRASTRUCTURE TECHNOLOGY

AW - CIS - 04

Funding to maintain transit infrastructure technology in a state of good repair.



STATE OF GOOD REPAIR RESERVE - FINANCE AW - CIS - 05

SGR reserve for DART Finance.



CONSOLIDATED DISPATCH FACILITY AW - CIS - 06

Funding to advance existing needs analysis to final preferred facility location and design-build facility to meet agency overall requirements for housing critical functions.



CUSTOMER RELATIONSHIP MANAGEMENT IMPLEMENTATION AW - CIS - 07

Develop a comprehensive agency-wide CRM solution that will better manage the relationships with DART customers. The project will include CRM implementation and integration with existing DART systems.



VIDEO MANAGEMENT SYSTEMS AW - CIS - 08

This project shall create a surveillance camera business service for the agency. As a new business service, a camera policy and strategy document will be created along with building out and replacing of necessary infrastructure to support accelerated installation and replacement of agency cameras and recording appliances. This effort will also integrate surveillance camera systems into existing DART facilities and TRE platforms.



TIME AND ATTENDANCE SYSTEM REPLACEMENT AW - CIS - 09*

UKG (formerly Kronos) Workforce Central (WFC) is currently used by the agency to track time and attendance of DART employees. Funding includes comprehensive assessment to determine agency requirements as well as implementation of new time and attendance system.



UPGRADE BUS AND RAIL VEHICLE GATEWAYS AW - CIS - 10*

Upgrade vehicle gateways.



LAWSON ENTERPRISE RESOURCE PLANNING REPLACEMENT AW - CIS - 11

The Lawson ERP software platform offers ERP and human capital management applications for DART. There are significant product limitations and outdated processes, including anticipated maintenance costs over coming years. This project will implement new software solutions through a phased approach to replace the existing system. Software solutions and implementation professional services may be provided by more than one SaaS provider and/or professional service company.



STATE OF GOOD REPAIR RESERVE - COMMUNICATIONS AW - CIS - 12

Funding to maintain transit communications infrastructure in a state of good repair.



DESKTOP AND LAPTOP REPLACEMENT AW - CIS - 13

Replace aging desktops and laptops for DART staff.



BIG DATA REAL TIME PREDICTION AND RUN TIME APP AW - CIS - 14

Procure new cloud-based application to improve predictions of bus and rail arrival times by 30 percent. Run times will also be generated for bus and rail schedules based on data collected over time.



ENTERPRISE DATABASE SYSTEMS - ORACLE DATABASE APPLIANCE REPLACEMENT PROJECT AW - CIS - 15

The ODA replacement project will include hardware and software procurements as well as services to replace current ODAs.



COMMUNICATIONS/INFORMATION SYSTEMS

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

INFOSTATION MODERNIZATION AW - CIS - 16*

DART has 109 intranet applications and 70 workflows that are built in Classic ASP. The project will modernize 30 of the oldest Classic ASP applications and workflows to improve their usability, functionality, security, and maintainability. The modernized applications and workflows will be easier to use and maintain and will provide a better user experience for employees.



INFRASTRUCTURE CAPITAL MAINTENANCE AND STATE OF GOOD REPAIR

AW - CIS - 17

Funding to maintain data center infrastructure in a state of good repair and upgrade existing equipment to accommodate projected growth. Planned expenditures include UPS upgrades, AC updates, backup system capacity increases, scheduled server upgrades (memory and CPU), scheduled storage increases, and networking equipment updates.



ENTERPRISE ASSET MANAGEMENT SYSTEM AW - CIS - 18

Replace the obsolete SPEAR system with a new system that adequately addresses materials management, asset life cycle management, and maintenance department work management. Consultant support will include requirements definition, selection of system, and implementation of the new system.



FY21 MOBILITY AS A SERVICE ENHANCEMENTS - GOPASS SUPPORTING TECHNOLOGY AW - CIS - 19

Development of DART's supporting technology set to interface with the MaaS ecosystem. Core project components include API Gateway and master data management platform.



STATE OF GOOD REPAIR RESERVE - INTELLIGENT TRANSPORTATION SYSTEMS AW - CIS - 20

Funding to maintain the condition of ITS in a state of good repair.



DART ACCESS ENHANCEMENTS AW - CIS - 21

The DART access enhancements will include security improvements, multiple agency expansion and social service agencies' integration into platform, modernized workflow functionality, and online payment capabilities.



AGENCY CONFERENCE ROOMS AND DIGITAL SIGNAGE UPGRADE

AW - CIS - 22

Upgrade DART conference rooms with modern, high-quality audio-visual equipment to accommodate the new hybrid work environment.



VOICE OVER IP UPGRADE AW - CIS - 23

Upgrade current PBX phone systems at DART. This upgrade will allow for less equipment and lower maintenance costs, as well as allow for DART staff to receive and make calls from any location.



STATE OF GOOD REPAIR RESERVE - DART POLICE AW - CIS - 24

Funding to support DART Police communications/information technology in a state of good repair.



FY21 GOPASS APP ENHANCEMENTS AW - CIS - 25

Add new features on GoPass App which include account management enhancements, new mobility modes, payment enhancements, rider context and trip management, and ticketing. Additional enhancements will be made to DART digital rider profile management, integration of TNC APIs, integration of app trip planning component to DART website, and payment streamlining within app.



NETWORK UPGRADE - DATA CENTER AW - CIS - 26

Expand the DART fiber optic network to several DART facilities that we currently access and refresh the hardware in the two DART data centers which are old and at the end of their useful life.



KIOSK ALERTS AND REAL-TIME INFORMATION AW - CIS - 27

Integrate real-time trip planning similar to what is available in the GoPass App and on DART.org at DART kiosks. Project will also integrate alerts and the larger enterprise events platform into the kiosks.



DATA WAREHOUSE EXPANSION AW - CIS - 28

The project will bring additional themes and data sets into the existing data warehouse and allow for enhancements to reporting for the following business units: two additional nodes for Data Stage (support expansion for all projects scoped including EAM and EPM); Procurement (contracts, purchase orders); Human Resources (Lawson); Finance (Lawson and other manual processes).



FY22 MOBILITY AS A SERVICE ENHANCEMENTS - GOPASS SUPPORTING TECHNOLOGY AW - CIS - 29

Development of DART's supporting technology set to interface with the MaaS ecosystem. Core project components include payment enhancements, master data management, and API and middleware development.



COMMUNICATIONS/INFORMATION SYSTEMS

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

INIT VEHICLE BUSINESS SYSTEM SERVERS VIRTUALIZATION AW - CIS - 30

Project seeks to move current INIT VBS servers from physical to virtual. This project will improve management of security for existing system.



POLICE IN-CAR CAMERAS AW - CIS - 31

Purchase a total of 90 in-car cameras for police vehicles (39 replacement, 51 new) for DART's entire patrol fleet. Vehicles not equipped with cameras require overly burdensome requirements and staff time for data collection.



BODY-WORN CAMERAS AW - CIS - 32

Replacement of BWC for all police officers. Current BWCs are at the end of their useful life leading to low reliability and technology being out of warranty.



TASERS FOR POLICE AW - CIS - 33

Purchase of replacement tasers with updated technology. Tasers are an essential and less-lethal option for DART Police in the use of force continuum.



IBM PRODUCTS AND COMPLIANCE TOOLS WITH SERVICES AW - CIS - 34*

Services for IBM products for license and usage compliance, architecture reviews, audits, upgrades, patches, and implementations.



REAL-TIME REPORTING AW - CIS - 35

Establish a high availability with disaster recovery set up for Tableau Server with a multi-node architecture. This will effectively extend the reliability and efficiency of Tableau Server by providing redundancy and additional computing power.



WIRELESS NETWORK UPGRADE FOR THE AGENCY AW - CIS - 36

Upgrade wireless network across the agency with new Wi-Fi 6 access points. The new wireless access points will offer increased coverage, improved performance, and additional functionality to support a mobile workforce.



ENTERPRISE PROJECT MANAGEMENT IMPROVEMENTS AW - CIS - 37

Implement new features needed by the business users.



ENTERPRISE INTEGRATION OF EVENTS, POINTS OF INTEREST, AND OFFERS AW - CIS - 38

Develop an enterprise platform to manage, visualize, share, register, and purchase for events, POIs, and offers across all DART digital assets. In addition, this project will create an activation portal for DART stations and stops.



STATE OF GOOD REPAIR RESERVE - MARKETING AW - CIS - 39

Funding to support DART Police communications/information technology in a state of good repair.



NETWORK UPGRADE FOR THE AGENCY AW - CIS - 40

Conduct a total refresh on the network infrastructure.



RUGGED TABLETS AW - CIS - 41

Project will update current bus and rail field supervisors rugged PCs.



PREDICTIVE JOURNEY-BASED ALERTS AW - CIS - 42

This project will utilize the journeys riders "favorite" in the GoPass App to cross-reference with alerts in the GTFIS-R feed for cancellations, interruptions, early vehicles, late vehicles, or emergencies. Customers will be alerted and/or provided suggestions on alternate routes/options if there are any differences in their expected route.



ENTERPRISE DOCUMENT MANAGEMENT STATE OF GOOD REPAIR

AW - CIS - 43

Extend the EDM system and IBM FileNet to the GRD, Legal, and Procurement department records. This will include converting existing document storage to the FileNet platform and integrating the EPM system and Masterworks with the FileNet platform. DART will evaluate the conversion of the database platform from Oracle to SQL Server to a hosted cloud environment.



ENTERPRISE EXTERNAL SERVICES PROVIDER IMPLEMENTATION

AW - CIS - 44

Procure an email and potentially SMS service provider to collect and manage rider emails and phone numbers from the GoPass app and other sources.



ENTERPRISE MONITORING TOOLS AW - CIS - 45

Update current monitoring tools that are used to continuously keep track of the status of the system in use in order to have the earliest warning of failures, defects or problems and to improve them. These monitoring tools will support DART security, servers, networks, databases, performance, website, internet usage, and applications.



MAINTENANCE BUILDINGS

Maintenance building investments include projects that improve operational efficiencies at various facilities. The agency will also conduct an agency-wide SGR asset condition assessment to support development of an overall SGR management strategy to plan, program, and prioritize SGR investments.

6
Projects | **\$9.8M**

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
AW - MB - 01	Energy Savings Performance Contract	■					\$4,000	\$4,000
AW - MB - 02	State of Good Repair Asset Condition Assessment	■					\$3,000	\$3,000
AW - MB - 03	Vertical Lift Modules	■					\$1,500	\$1,500
AW - MB - 04	Generator Modification at Bus Facilities	■					\$792	\$792
AW - MB - 05	State of Good Repair Reserve - Oak Cliff Non-Revenue Vehicle Facility		■	■	■	■	\$543	\$4,183
AW - MB - 06	State of Good Repair Reserve - Material Management Facility				■		\$34	\$5,047
	Total						\$9,869	\$18,522

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES: Customer Focus Stewardship Innovation Excellence Leadership

ENERGY SAVINGS PERFORMANCE CONTRACT AW - MB - 01
Utilize consultant services to identify opportunities to improve energy usage efficiency and perform necessary upgrades to achieve energy savings.



STATE OF GOOD REPAIR ASSET CONDITION ASSESSMENT AW - MB - 02
Third-Party Inspection and Assessment to provide DART with a SGR management strategy to aid in planning, programming and prioritization of SGR activities and investments. This effort will support decision-making for asset repair, replacement and modernization.



VERTICAL LIFT MODULES AW - MB - 03
Procure and install VLMs at the Pioneers Warehouse Facility and the NWROF.



GENERATOR MODIFICATION AT BUS FACILITIES AW - MB - 04
Modifications will allow for DART Facilities to operate with an emergency backup generator. System will provide uninterrupted working environments and enhance safety of personnel while exiting the facilities during nighttime power outages.



STATE OF GOOD REPAIR RESERVE - OAK CLIFF NON-REVENUE VEHICLE FACILITY AW - MB - 05
SGR reserve for maintaining the Oak Cliff NRV facility.



PASSENGER STATIONS

Significant investments will be made at downtown and outlying transit centers and light rail passenger stations to improve rider safety, reduce vandalism, and deter loitering, including an increased presence of security officers.

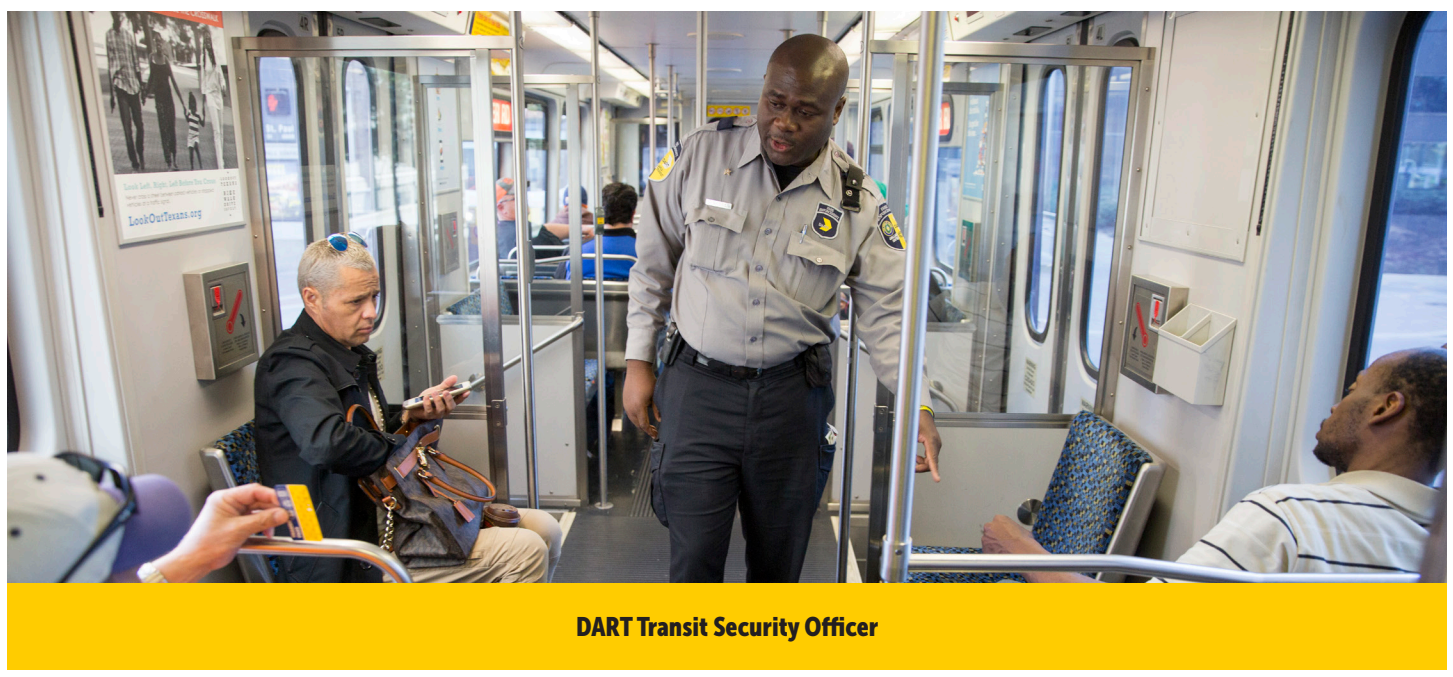
7
Projects

\$23M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
AW - PS - 01	Transit Security Officers	■	■				\$17,500	\$17,500
AW - PS - 02	Safety and Security Improvements at Downtown Dallas	■					\$1,942	\$1,942
AW - PS - 03*	Carrollton Depot Adaptive Reuse	■	■	■			\$1,500	\$1,500
AW - PS - 04	Safety and Security Improvements at Outlying Light Rail Stations	■					\$1,000	\$1,000
AW - PS - 05	Safety and Security Improvements at Outlying Stations/Transit Center	■					\$542	\$542
AW - PS - 06	Tamperproof Trash Cans and Anti-Vandalism Treatment	■	■				\$266	\$266
AW - PS - 07	SkyWatch Units	■					\$250	\$250
Total							\$22,999	\$22,999

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.



DART Transit Security Officer

PASSENGER STATIONS

DART STRATEGIC PRIORITIES:  Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

TRANSIT SECURITY OFFICERS AW - PS - 01

Contract service to provide 100 TSOs to work with DART Police when and as directed to ensure a cohesive program is protecting DART staff, riders, general public, facilities, and infrastructure.



SAFETY AND SECURITY IMPROVEMENTS AT DOWNTOWN DALLAS

AW - PS - 02

Improvements to vicinity of St. Paul Station, West End Station, Rosa Parks Plaza, and West Transfer Center. Improvements may include, but are not limited to, pedestrian barriers, increased illumination, outdoor monitors to project CCTV, and other improvements to deter loitering and improve public sense of security at specific downtown facilities.



CARROLLTON DEPOT ADAPTIVE REUSE AW - PS - 03*

The depot is adjacent to the existing Green Line and future Silver Line and near several existing and future trails. DART and the City of Carrollton are seeking to define and implement an adaptive reuse of the building to support mobility and security needs in this station area. The project will include planning, design, and construction for utilities and systems to support an adaptive reuse, as well as necessary exterior and interior rehabilitation.



SAFETY AND SECURITY IMPROVEMENTS AT OUTLYING LIGHT RAIL

STATIONS AW - PS - 04

Improvements to outlying stations and facilities to increase public sense of security and deter loitering. Improvements may include lighting and sidewalks, addition of bus shelters, and other enhancements based on assessments and incident reports for Park Lane, Cityplace/Uptown, JB Jackson, Parkland/SWMD, and Burbank Stations.



SAFETY AND SECURITY IMPROVEMENTS AT OUTLYING STATIONS/TRANSIT CENTER AW - PS - 05

Improvements to outlying stations and facilities that improve public sense of security that may include but not be limited to Park Lane, Cityplace/Uptown, JB Jackson, Parkland/SWMD, and Burbank based on assessments, police input and incident reports, ridership, customer service investigations. Improvements may include, but are not limited to, pedestrian barriers, increased illumination, outdoor monitors to project CCTV, and other improvements to deter loitering and improve public sense of security at outlying facilities.



TAMPERPROOF TRASH CANS AND ANTI-VANDALISM TREATMENT

AW - PS - 06

The objective of the project is to procure and install digitally connected trash cans that will compact and provide real-time updates of operational status and trash levels. These trash cans will be secured only to allow trash to be inserted. Only DART employees with special access will be able to open and empty these trash cans. DART is interested in piloting a Smart Trash Can initiative to improve the experience across our public-facing facilities through the installation and operation of tamper-proof trash cans that can compact trash to be operable for more extended periods between emptying while also intelligently alerting when the garbage can needs servicing/emptying. This project will be executed if the pilot is deemed successful and will serve to expand the installation of Smart trash can units across various rider-facing facilities within the DART service area. This project reduces trash can rummaging at DART stations, while also increasing the operational efficiency of cleaning/trash management services. We expect tamper-proof trash cans to discourage homelessness at our stations and improve the rider experience. This deployment will also add customer recycling options, supporting DART's sustainability goals.



SKYWATCH UNITS AW - PS - 07

Two new SkyWatch Towers will replace the four current SkyWatch Towers that are past their useful life and whose technology is obsolete. The new SkyWatch Towers will assist with camera surveillance and provide an elevated officer platform at locations where the unit is deployed.



SERVICE VEHICLES (NON-REVENUE VEHICLES)

Service vehicle investments include replacement of DART Police vehicles and other service vehicles deployed across the system to support ongoing operations.

7
Projects | **\$25.6M**

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
AW - SV - 01	State of Good Repair Reserve - Non-Revenue Vehicle / Equipment Replacement		■	■	■	■	\$13,552	\$76,534
AW - SV - 02*	FY 2024 Non-Revenue Vehicle Replacements	■	■				\$6,405	\$6,405
AW - SV - 03	FY 2023 Non-Revenue Vehicle Replacements	■					\$3,096	\$3,096
AW - SV - 04	FY 2022 Non-Revenue Vehicle Service Vehicle Replacements	■					\$1,000	\$1,000
AW - SV - 05	Police Patrol Vehicles (15 New Vehicles)	■					\$700	\$700
AW - SV - 06	State of Good Repair Reserve - Police Motorcycles				■	■	\$564	\$2,752
AW - SV - 07	Motorcycle Replacement - Police	■					\$320	\$320
Total							\$25,637	\$90,807

*New FY 2024 capital project

NOTE: Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES: Customer Focus Stewardship Innovation Excellence Leadership

STATE OF GOOD REPAIR RESERVE - NON-REVENUE VEHICLE / EQUIPMENT REPLACEMENT AW - SV - 01

Funding to support NRVs and equipment replacements in a state of good repair.



FY 2024 NON-REVENUE VEHICLE REPLACEMENTS AW - SV - 02*

Funding to support NRV replacements in accordance with SOP ADM-02.



FY 2023 NON-REVENUE VEHICLE REPLACEMENTS AW - SV - 03

Funding to support NRV replacements in accordance with SOP ADM-02.



FY 2022 NON-REVENUE VEHICLE SERVICE VEHICLE REPLACEMENTS

AW - SV - 04

Funding to support NRV replacements for Type 1, 2, 7 in accordance with SOP ADM-02.



POLICE PATROL VEHICLES (15 NEW VEHICLES) AW - SV - 05

Procure 15 new police patrol vehicles to cover shortfalls of vehicles due to maintenance or damage.



STATE OF GOOD REPAIR RESERVE - POLICE MOTORCYCLES AW - SV - 06

Funding to support replacement of DART Police motorcycles to maintain a state of good repair.



MOTORCYCLE REPLACEMENT - POLICE AW - SV - 07

Funding to support replacement of eight DART Police motorcycles at the end of their useful life.



OTHER

Other investments include activities supporting various TOD initiatives.

1
Project | **\$524K**

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
AW - OT - 01*	Transit-Oriented Development and Economic Development	■					\$524	\$524
Total							\$524	\$524

*New FY 2024 capital project

NOTE: Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

TRANSIT-ORIENTED DEVELOPMENT AND ECONOMIC DEVELOPMENT

AW - OT - 01*

Support activities for potential TOD properties and DART TOD initiatives. This may include technical assistance, special studies, requests for proposals, real estate support services, etc.



BUS

TOTAL INVESTMENT
\$662.2M

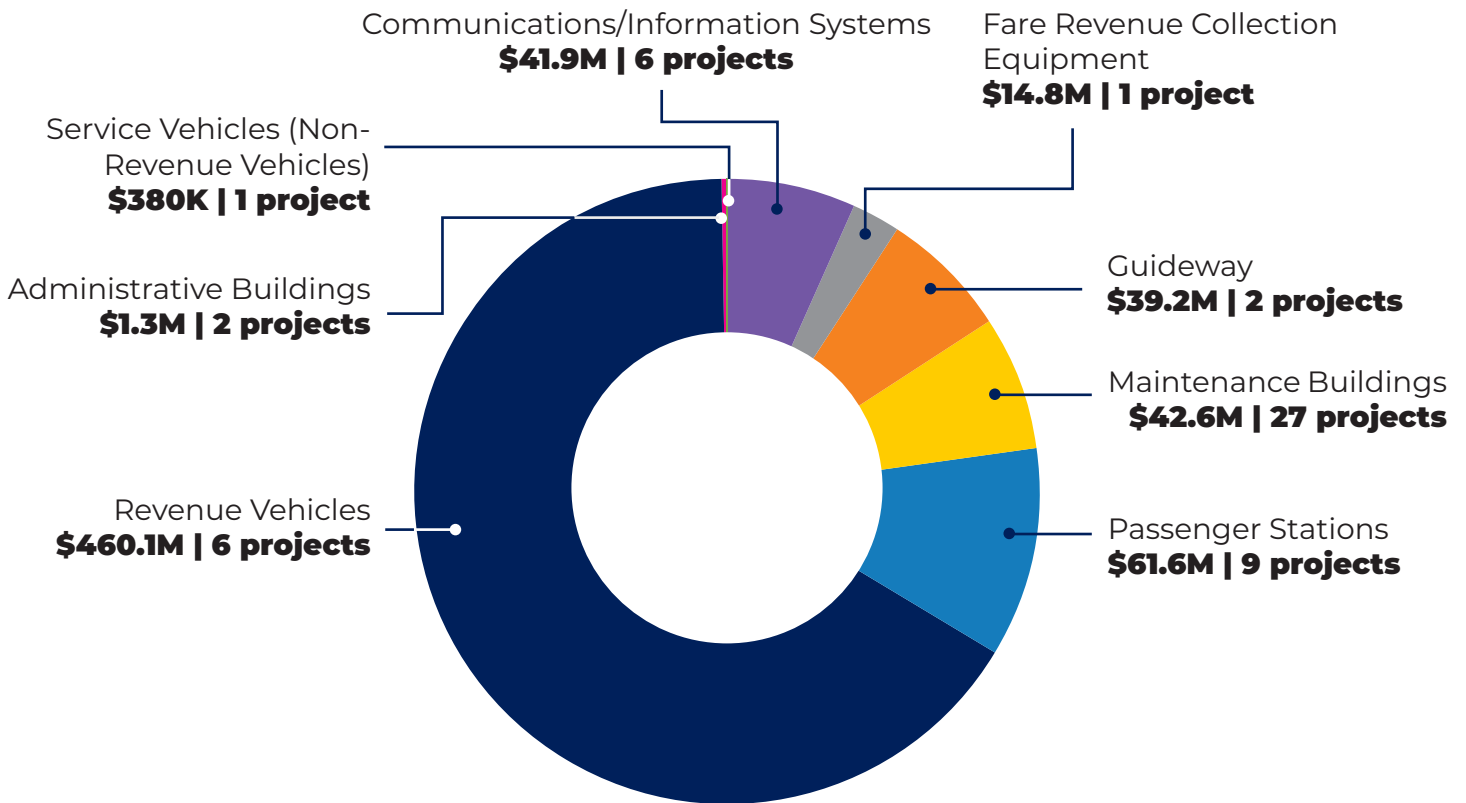
Bus projects consist of the maintenance, replacement, and expansion of DART's bus fleet, bus-related amenities, bus support facilities, and programs that ensure safe and reliable bus service.

Notable projects in this category include installation of bus stops, benches, digital signage, and next-generation shelters across the system. The digital signage will improve the rider experience by providing accurate, real-time bus information.

The Bus Corridor Improvement Program under development will identify opportunities to promote transit signal priority in key bus corridors, enhance speed and reliability, improve safety, and enhance access and connectivity to bus stops.

DART will also replace a significant portion of the compressed natural gas (CNG) fleet and paratransit vehicles.

BUS INVESTMENTS BY CATEGORY FY 2024-FY 2028



ADMINISTRATIVE BUILDINGS

Administrative building investments include relocating the Transit Operations Academy and lighting and safety improvements to the East Dallas Parking Garage.

2
Projects

\$1.3M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - AB - 01	Transit Operations Academy Relocation	■	■				\$1,096	\$1,096
BU - AB - 02	East Dallas Parking Garage Lighting and Safety Improvements	■					\$230	\$230
Total							\$1,326	\$1,326

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES: Customer Focus Stewardship Innovation Excellence Leadership

TRANSIT OPERATIONS ACADEMY RELOCATION BU - AB - 01

This project will explore relocation and expansion of the Transit Operations Academy, currently located at the 1200 E. Jefferson Boulevard facility.



DART Bus Stop

COMMUNICATIONS/INFORMATION SYSTEMS

Communications and information system investments include digital signage and real-time bus tracking capabilities. Additionally, significant investment in transit signal prioritization will make bus service more efficient and reliable by modifying traffic signal timing to prioritize buses.

6
Projects

\$41.9M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - CIS - 01	Digital Signage at Bus Stops	■	■	■	■	■	\$27,179	\$27,179
BU - CIS - 02	Bus Onboard Passenger Information System	■	■	■	■		\$11,910	\$11,910
BU - CIS - 03	Transit Signal Priority	■	■	■			\$2,380	\$2,380
BU - CIS - 04*	Comm TransitMaster Integrated Vehicle Logic Unite Upgrade	■	■				\$475	\$475
BU - CIS - 05	Northwest Camera System Upgrade	■					\$36	\$36
BU - CIS - 06	State of Good Repair Reserves for Intelligent Transportation Systems						\$0	\$111,764
	Total						\$39,600	\$151,365

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES:

 Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

DIGITAL SIGNAGE AT BUS STOPS BU - CIS - 01

Digital signage installation at 1,289 shelters, 56 enhanced shelters, 1,542 benches, and 300 transit stops.



BUS ONBOARD PASSENGER INFORMATION SYSTEM BU - CIS - 02

Enhance current interior display to inform the riders during an emergency event or severe weather warning. Video live feeds will also assist DART staff on locating passengers that may still be onboard buses during an emergency.



TRANSIT SIGNAL PRIORITY BU - CIS - 03

TSP reduces traffic signal delays when a bus runs behind schedule. Opticom infrared emitters and related equipment will be installed on specific vehicles, and Opticom GPS will be installed on traffic signals along the routes to improve on-time performance of buses on this route.



COMM TRANSITMASTER INTEGRATED VEHICLE LOGIC UNITE UPGRADE

BU - CIS - 04*

To upgrade original Version I, IVLU on bus fleet to Version 8 (V8). This is due to both hardware end-of-life and new capabilities on the V8. This equipment is required for the TransitMaster system to function properly in support of bus operations.



FARE REVENUE COLLECTION EQUIPMENT

Fare revenue collection equipment investments include replacements in FY 2027 that allow for upgraded units and electronic forms of payment.

1
Project | **\$14.8M**

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - FRCE - 01	State of Good Repair Reserves for Farebox Replacement				■		\$14,836	\$35,989
Total							\$14,836	\$35,989

NOTE: Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES: Customer Focus Stewardship Innovation Excellence Leadership

STATE OF GOOD REPAIR RESERVES FOR FAREBOX REPLACEMENT

BU - FRCE - 01

SGR reserves for replacement of farebox collection equipment.



Bus Farebox

GUIDEWAY

Guideway investments include enhancements to key bus corridors identified through the CORE (Corridor Optimization and Rider Experience) Program as well as lane reconstruction through downtown Dallas.

2
Projects

\$39.2M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - GW - 01	Bus Corridor Improvements		■	■	■		\$38,245	\$38,245
BU - GW - 02	Bus Rapid Transit Elm and Commerce Bus Lanes Reconstruction	■					\$1,000	\$1,000
Total							\$39,245	\$39,245

NOTE: Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

BUS CORRIDOR IMPROVEMENTS BU - GW - 01

Investment reserves for enhancements to key bus corridors within the DART system. DART and member cities will implement capital and operational improvements aimed to improve speed and reliability for riders.



BUS RAPID TRANSIT ELM AND COMMERCE BUS LANES RECONSTRUCTION

BU - GW - 02

Bus lane reconstruction along Elm and Commerce.



MAINTENANCE BUILDINGS

Maintenance building investments include improvements, repairs, replacements, and associated equipment at DART's bus operations and maintenance (O&M) facilities.

27
Projects

\$42.6M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - MB - 01*	Bus Facilities Perimeter Fencing	■	■				\$7,692	\$7,692
BU - MB - 02	State of Good Repair Reserves for South Oak Cliff Bus Operations Facility		■	■	■	■	\$5,366	\$17,480
BU - MB - 03	Bus Lifts Replacement - 4127 Elm St.	■	■	■			\$4,500	\$4,500
BU - MB - 04	State of Good Repair Reserves for East Dallas Bus Operations Facility		■	■	■	■	\$4,102	\$23,383
BU - MB - 05	State of Good Repair Reserves for Northwest Bus Operations Facility		■	■		■	\$3,424	\$10,040
BU - MB - 06	East Dallas Parking Garage	■					\$2,384	\$2,384
BU - MB - 07	Security Gates for Various Bus Facilities	■	■				\$2,363	\$2,363
BU - MB - 08*	East Dallas Roof Replacement - 4127 Elm St.	■	■				\$2,291	\$2,291
BU - MB - 09*	East Dallas Roof Replacement - 4209 Main St.	■	■				\$1,959	\$1,959
BU - MB - 10*	Replace HVAC Units - Bus Facilities and Pioneer	■	■				\$1,926	\$1,926
BU - MB - 11	Security Enhancements at Entries to Bus Operating Facilities	■	■				\$1,788	\$1,788
BU - MB - 12*	South Oak Cliff Bus Operations Facility Bus Wash Repower	■	■				\$1,000	\$1,000
BU - MB - 13*	Compressed Natural Gas Fueling Dispensers Replacement	■	■				\$725	\$725
BU - MB - 14*	South Oak Cliff and Northwest Bus – Liquefied Natural Gas - Underground Storage Tanks Decommissioning	■	■				\$516	\$516
BU - MB - 15	Heater Replacement - 4127 Elm St.	■					\$385	\$385
BU - MB - 16	East Dallas Bus Canopy Repainting	■					\$374	\$374
BU - MB - 17	South Oak Cliff Bus Operations Facility Exterior Painting	■					\$331	\$331
BU - MB - 18*	South Oak Cliff Bus Operations Facility Bus Lift Repower	■					\$300	\$300

MAINTENANCE BUILDINGS

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - MB - 19	50 Ft. Truck Rack Frame Pulling Machine	■					\$300	\$300
BU - MB - 20*	East Dallas Jib Crane Replacement - 4209 Main St.	■					\$292	\$292
BU - MB - 21*	South Oak Cliff Bus Operations Facility Concrete Replacement	■					\$210	\$210
BU - MB - 22*	South Oak Cliff Bus Operations Facility Steam Bay Bus Lift Replacement	■					\$123	\$123
BU - MB - 23*	Northwest Bus Operations Facility - Replace Rooftop Exhaust Fans	■					\$90	\$90
BU - MB - 24	Bus Facilities - Install Vibration Detection	■					\$78	\$78
BU - MB - 25	South Oak Cliff Bus Operations Facility Screening Wall	■					\$50	\$50
BU - MB - 26	Elevator Refurbishment - 201 Peak St.	■					\$50	\$50
BU - MB - 27*	Northwest Bus Operations Facility - Replace Electrical Room HVAC	■					\$22	\$22
	Total						\$42,640	\$80,652

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

POTENTIAL IIJA GRANT OPPORTUNITIES

- FTA Buses and Bus Facilities Program

MAINTENANCE BUILDINGS

DART STRATEGIC PRIORITIES:

 Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

BUS FACILITIES PERIMETER FENCING BU - MB - 01*

Install no-cut no-climb perimeter fencing at SOCBOF, East Dallas BOF, and NWBOF. Increase safety and security of DART facilities and employees.



STATE OF GOOD REPAIR RESERVES FOR SOUTH OAK CLIFF BUS OPERATIONS FACILITY BU - MB - 02

SGR reserves for SOCBOF Maintenance.



BUS LIFTS REPLACEMENT - 4127 ELM ST. BU - MB - 03

Purchase replacement bus lifts for the East Dallas BOF to ensure equipment service mechanics and bus support mechanics have full access to all lifts in all bays.



STATE OF GOOD REPAIR RESERVES FOR EAST DALLAS BUS OPERATIONS FACILITY BU - MB - 04

SGR reserves for East Dallas BOF Maintenance.



STATE OF GOOD REPAIR RESERVES FOR NORTHWEST BUS OPERATIONS FACILITY BU - MB - 05

SGR reserves for NWBOF Maintenance.



EAST DALLAS PARKING GARAGE BU - MB - 06

Address numerous critical structural issues of East Dallas Parking Garage.



SECURITY GATES FOR VARIOUS BUS FACILITIES BU - MB - 07

Installation of guard structures and gate controllers at various bus operating facilities.



EAST DALLAS ROOF REPLACEMENT - 4127 ELM ST. BU - MB - 08*

The replacement of the roof at 4127 Elm Street is needed because of the age, repair cost, and maintenance cost associated with stopping and preventing water from leaking into the building.



EAST DALLAS ROOF REPLACEMENT - 4209 MAIN ST. BU - MB - 09*

The replacement of the roof at 4209 Main Street is needed because of the age, repair cost and maintenance cost associated with stopping and preventing water from leaking into the building.



REPLACE HVAC UNITS - BUS FACILITIES AND PIONEER BU - MB - 10*

Replace Split and Packaged Dx R-22 HVAC units at East Dallas Admin, East Dallas BOF, NWBOF, SOCBOF, and Pioneer. Replace aging HVAC units that are at the end of their useful life and comply with federally mandated refrigerant replacement.



SECURITY ENHANCEMENTS AT ENTRIES TO BUS OPERATING FACILITIES BU - MB - 11

Improve security access into the three main bus facilities and the main entrance, and perimeter fencing and parking area of the Senate Street Paratransit Facility.



SOUTH OAK CLIFF BUS OPERATIONS FACILITY BUS WASH REPOWER BU - MB - 12*

Repower the SOCBOF bus washer. Replace all pumps, motors, gearboxes, brush frames, brush rollers, cylinders, spray bars, and arms, water reclaim system, associated piping, and electrical components.



COMPRESSED NATURAL GAS FUELING DISPENSERS REPLACEMENT BU - MB - 13*

Complete replacement of nine CNG fueling dispensers at the East Dallas BOF, NWBOF, and SOCBOF that have begun to corrode with the structural systems nearing a point of failure.



SOUTH OAK CLIFF AND NORTHWEST BUS – LIQUEFIED NATURAL GAS - UNDERGROUND STORAGE TANKS DECOMMISSIONING BU - MB - 14*

Removal and decommissioning of LNG-UST equipment at both bus facilities, NWBOF and SOCBOF.



HEATER REPLACEMENT - 4127 ELM ST. BU - MB - 15

Replace rooftop heaters at 4127 Elm St.



EAST DALLAS BUS CANOPY REPAINTING BU - MB - 16

Repaint the East Dallas facility bus parking canopy. This will include removing old peeling coating, mitigating rust, prepping surface, and painting all exposed surfaces of canopy. Regular painting maintains the protection of the underlying steel surface and ensures continued longevity of the structure.



SOUTH OAK CLIFF BUS OPERATIONS FACILITY EXTERIOR PAINTING BU - MB - 17

Paint the exterior of the SOCBOF. This will include painting of exterior concrete walls of Building A, Building B, Building B outbuilding, Building H, and 35 columns.



MAINTENANCE BUILDINGS

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

SOUTH OAK CLIFF BUS OPERATIONS FACILITY BUS LIFT REPOWER

BU - MB - 18*

The electric in-ground bus lifts at the SOC maintenance facility have reached the end of their useful life cycle and failures are increasing. The in-ground bus lifts need refurbishment to extend their useful life. Refurbishment of these lifts is more cost-effective and minimizes downtime versus replacement. The six lifts identified for this project are considered critical to certain maintenance activities that otherwise cannot be efficiently completed with a mobile column lift.



50 FT. TRUCK RACK FRAME PULLING MACHINE BU - MB - 19

Purchase truck rack frame pulling machine to improve efficiency of major accident repairs and reduce potential damage to in-ground pull stations during heavy frame pulls.



EAST DALLAS JIB CRANE REPLACEMENT - 4209 MAIN ST. BU - MB - 20*

Replacement of the Main Jib Crane at 4209 Main St. in East Dallas.



DART Bus Washing

PASSENGER STATIONS

Passenger station investments include improvements to station amenities and deployment of next-generation bus shelters to enhance the customer experience and attract new riders to DART.

9
Projects

\$61.7M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - PS - 01	Amenity Replacement and Expansion	■	■	■	■	■	\$48,999	\$48,999
BU - PS - 02	State of Good Repair Reserves for Passenger Amenities - Bus		■	■	■	■	\$4,095	\$36,405
BU - PS - 03	On-Street Passenger Facilities	■	■	■	■		\$4,024	\$4,024
BU - PS - 04	PA Bus Shelter Cleaning Zones	■	■	■	■		\$3,150	\$3,150
BU - PS - 05	Passenger Facilities - ADA Access Improvements	■					\$500	\$500
BU - PS - 06	PA Contract Inspectors	■	■				\$404	\$404
BU - PS - 07	PA Bus Transit Center Rehab (State of Good Repair) Downtown Garland	■					\$275	\$275
BU - PS - 08	PA - Bus Shelter Purchase	■					\$150	\$150
BU - PS - 09	Phase 1 Parking Improvements for Transit-Oriented Development	■	■				\$79	\$79
	Total						\$61,675	\$93,985

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

PASSENGER STATIONS

DART STRATEGIC PRIORITIES:  Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

AMENITY REPLACEMENT AND EXPANSION BU - PS - 01

Funding for continuation of amenity expansion, including reinstallation of 202 existing shelters and 352 existing benches at stops that meet the amenity warrants. The scope also includes installation of 250 next-generation shelters and 455 thermoplastic benches at stops that meet the amenity warrants.



STATE OF GOOD REPAIR RESERVES FOR PASSENGER AMENITIES - BUS

BU - PS - 02

SGR reserves for maintenance of bus service passenger amenities.



ON-STREET PASSENGER FACILITIES BU - PS - 03

The amenity replacement and expansion program supports attracting new riders and providing convenience and comfort to current riders. An amenity pad, curb ramp, and sidewalk will be constructed prior to the installation of an amenity.



PA BUS SHELTER CLEANING ZONES

BU - PS - 04

Increase cleanings of bus shelters.



PASSENGER FACILITIES - ADA ACCESS IMPROVEMENTS BU - PS - 05

Implement passenger facility improvements to remain compliant with ADA by (re)constructing sidewalks, curb ramps, and amenity pads.



PA CONTRACT INSPECTORS BU - PS - 06

Increase field inspections by inspectors.



PA BUS TRANSIT CENTER REHAB (STATE OF GOOD REPAIR) DOWNTOWN GARLAND BU - PS - 07

Maintain current fleet service to increase vehicle reliability, minimize operating cost, and positively impact ridership experience.



REVENUE VEHICLES

Revenue vehicle investments include replacing DART's compressed natural gas (CNG) bus fleet and on-demand vans and purchasing additional buses.

6
Projects

\$460.1M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - RV - 01	State of Good Repair Reserves for Bus Replacement		■	■	■	■	\$427,308	\$1,071,834
BU - RV - 02	State of Good Repair Reserves for On-Demand Vans				■	■	\$14,027	\$70,994
BU - RV - 03	35 Ft. Long-Range Buses	■	■	■			\$11,669	\$11,669
BU - RV - 04*	Bus Fleets 43 and 46 Powertrain Rebuilds/Overhauls	■	■				\$6,960	\$6,960
BU - RV - 05	Automated Bus Consortium Procurement - Phase 2B	■					\$132	\$132
BU - RV - 06	State of Good Repair Reserves for Bus Capital Maintenance Program						\$0	\$56,964
Total							\$460,097	\$1,218,553

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES:

 Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

STATE OF GOOD REPAIR RESERVES FOR BUS REPLACEMENT BU - RV - 01

SGR reserves for bus replacements.



STATE OF GOOD REPAIR RESERVES FOR ON-DEMAND VANS BU - RV - 02

SGR reserves for on-demand van replacements.



35 FT. LONG-RANGE BUSES BU - RV - 03

Funding to replace medium-duty CNG buses with new 35 ft. long-range buses.



BUS FLEETS 43 AND 46 POWERTRAIN REBUILDS/OVERHAULS BU - RV - 04*

BU - RV - 04*

Maintain a state of good repair on Fleets 43 and 46. Powertrain rebuild/overhaul will be scheduled for each bus with the goal of performing rebuilds just-in-time. Fleets 43 and 46 include 87 buses.



SERVICE VEHICLES (NON-REVENUE VEHICLES)

Service vehicle investments include purchases of vehicles for additional inspectors and mechanics operating across the service area.

1
Project

\$380K

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
BU - SV - 01	PA - Non-Revenue Vehicles	■	■				\$380	\$380
Total							\$380	\$380

NOTE: Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

PA - NON-REVENUE VEHICLES BU - SV - 01

Purchase NRVs for additional inspectors and mechanics; four Ford F-150s and three Ford F-250s.



DART Police

COMMUTER RAIL

TOTAL INVESTMENT
\$1.5B

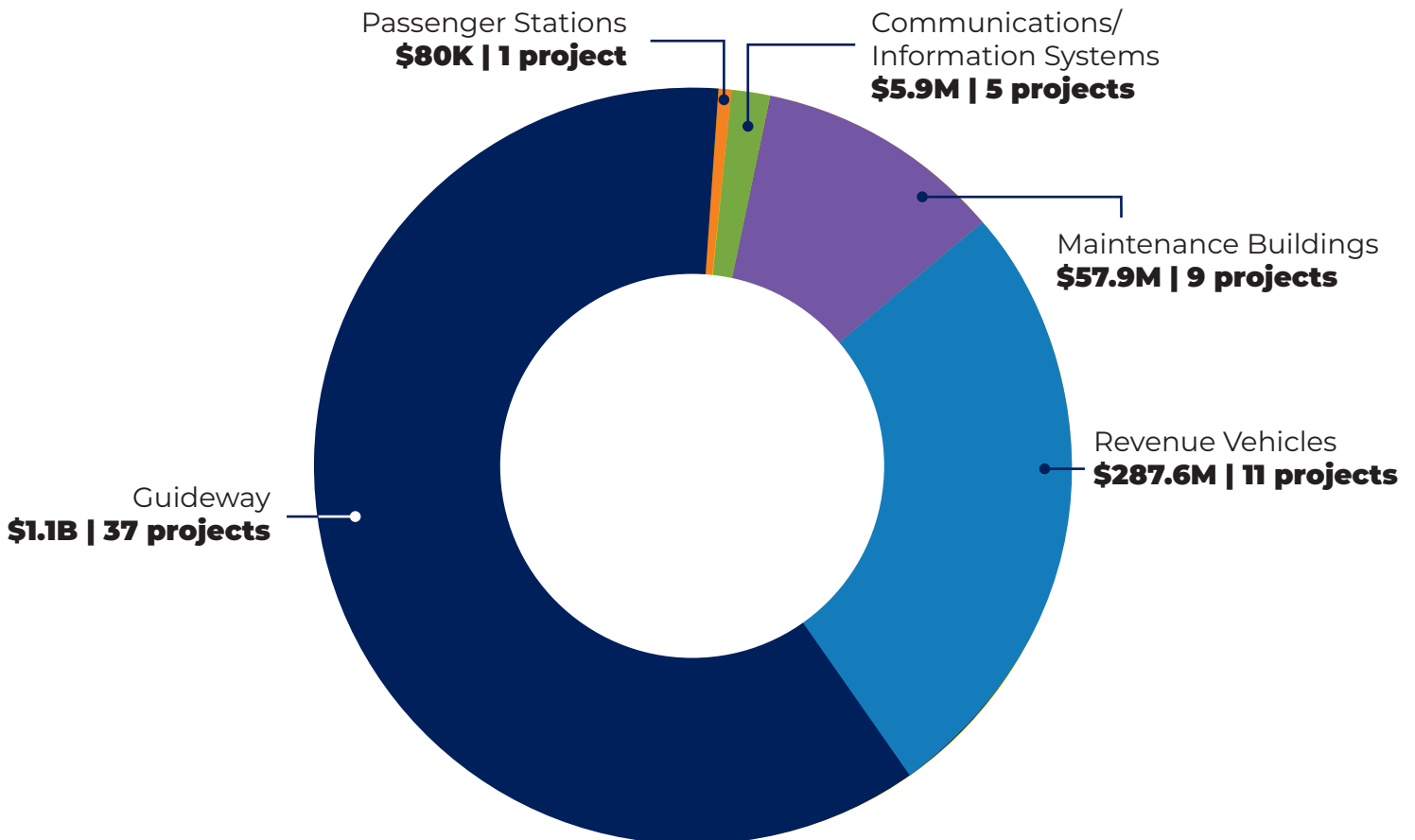
Commuter rail projects support the DART-owned portion of the Trinity Railway Express (TRE) commuter rail corridor, active freight lines, and non-operated freight, and abandoned lines.

The largest investment in this program, however, is the Silver Line, the 26-mile regional rail construction project, which continues to progress and is scheduled to open in late FY 2025/early FY 2026. The line will extend between

DFW Airport and Plano, traversing seven cities—Grapevine, Coppell, Dallas, Carrollton, Addison, Richardson, and Plano—and adding 10 new stations along the way. It will connect to the Orange Line, Green Line, Red Line, and the University of Texas at Dallas.

Over the next four years, DART and Trinity Metro will also begin replacing TRE vehicles that have exceeded their 30-year service life.

COMMUTER RAIL INVESTMENTS BY CATEGORY FY 2024-FY 2028



COMMUNICATIONS/INFORMATION SYSTEMS

Communications and information system investments include refurbishing or replacing Positive Train Control (PTC) systems and other Intelligent Transportation Systems (ITS) infrastructure that supports commuter rail service. PTC systems are designed to ensure trains are moving safely and automatically stop them if they are not.

5
Projects

\$5.9M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
CR - CIS - 01	State of Good Repair Reserves for Intelligent Transportation Systems		■				\$2,652	\$6,217
CR - CIS - 02	State of Good Repair Reserves for Positive Train Control Refurbish/ Replacement		■			■	\$2,196	\$44,303
CR - CIS - 03	Upgrade Existing DADs 1191 System	■					\$481	\$481
CR - CIS - 04*	HD Link Replacement Fiber - Irving Heights/Nursery	■					\$479	\$479
CR - CIS - 05	CB (Silver Line) - Silver Line Kiosks	■	■				\$67	\$67
Total							\$5,875	\$51,547

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

POTENTIAL IIJA GRANT OPPORTUNITIES

- FRA Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program

DART STRATEGIC PRIORITIES: Customer Focus Stewardship Innovation Excellence Leadership

STATE OF GOOD REPAIR RESERVES FOR INTELLIGENT TRANSPORTATION SYSTEMS CR - CIS - 01

SGR reserves for ITS maintenance and replacement.



STATE OF GOOD REPAIR RESERVES FOR POSITIVE TRAIN CONTROL REFURBISH/REPLACEMENT CR - CIS - 02

SGR reserves for PTC refurbishment/replacement.



UPGRADE EXISTING DADS 1191 SYSTEM CR - CIS - 03

Upgrade existing DADs 1191 system.



HD LINK REPLACEMENT FIBER - IRVING HEIGHTS/NURSERY CR - CIS - 04*

Replace the HD Link and discontinued crossing equipment at Nursery Rd.



GUIDEWAY

Guideway investments include construction of the Silver Line, as well as ongoing maintenance of assets to support TRE operations.

37
Projects

\$1.1B

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
CR - GW - 01	CB (Silver Line) Design Build - CB 1, CB 2, CB 3	■	■	■			\$716,606	\$716,606
CR - GW - 02	Regional Cotton Belt Trail	■	■	■			\$140,142	\$140,142
CR - GW - 03	CB (Silver Line) - Cotton Belt Rail Line	■	■	■			\$113,915	\$113,915
CR - GW - 04	State of Good Repair Reserves for DFW ROW & Signals Maintenance		■	■	■	■	\$53,119	\$211,281
CR - GW - 05	State of Good Repair Reserves for Madill Bridges Replacement		■	■			\$33,633	\$33,633
CR - GW - 06	Noble Branch Bridge		■				\$9,253	\$9,253
CR - GW - 07	Cotton Belt Regional Trail - Phase 1 Construction	■	■	■			\$7,296	\$7,296
CR - GW - 08	State of Good Repair Reserves for Madill Right of Way & Signals Maintenance		■	■	■	■	\$6,173	\$33,924
CR - GW - 09	CB (Silver Line) - Dallas Betterments	■					\$5,455	\$5,455
CR - GW - 10	CB (Silver Line) - Coppell Betterments	■					\$4,393	\$4,393
CR - GW - 11	CB (Silver Line) - Richardson Betterments Tax Increment Reinvestment Zone #2, #3	■					\$4,346	\$4,346
CR - GW - 12	CB (Silver Line) - Richardson Interlocal Agreement	■	■				\$3,624	\$3,624
CR - GW - 13	Trinity Railway Express Wayside Power	■	■				\$2,400	\$2,400
CR - GW - 14	CB (Silver Line) - Carrollton Betterments	■					\$2,143	\$2,143
CR - GW - 15	M.P. 640.4 Inwood Bridge	■	■				\$1,401	\$1,401
CR - GW - 16*	Madill Elm Fork Bridge M.P. 707.45 Repair	■					\$1,378	\$1,378
CR - GW - 17*	Trinity Railway Express Tie Gang Replacements	■					\$1,356	\$1,356
CR - GW - 18	CB (Silver Line) - Carrollton Heights Interlocal Agreement	■					\$1,117	\$1,117
CR - GW - 19	Riverside and Beach Street Crossing Improvements	■					\$1,005	\$1,005
CR - GW - 20	Fencing for Trinity Railway Express/DFW Subdivision in Dallas County	■					\$1,005	\$1,005

GUIDEWAY

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
CR - GW - 21	CB (Silver Line) - 3 Plano Interlocal Agreement – Light Rail Transit Station Tax Increment Financing #2	■					\$579	\$579
CR - GW - 22*	Bungalow Replacement, Perkins @ M.P. 640.80	■					\$577	\$577
CR - GW - 23	CB (Silver Line) - Plano Interlocal Agreement	■					\$563	\$563
CR - GW - 24	Inwood and Knights Branch Design for Double Track	■					\$539	\$539
CR - GW - 25	CB (Silver Line) - Plano Betterments Tax Increment Financing #2, #3	■					\$525	\$525
CR - GW - 26	CB (Silver Line) - Addison Betterments	■					\$512	\$512
CR - GW - 27	Haltom Road Crossing Improvement	■					\$405	\$405
CR - GW - 28*	TRE Turnout #15 at N. Jct. 1A at M.P. 643.87	■	■				\$265	\$265
CR - GW - 29	CB (Silver Line) - Coppell Interlocal Agreement	■	■				\$233	\$233
CR - GW - 30*	TRE Replace ties & RH 39'0" Point and Stock Rail, #24 Turnout at E. Tarrant @ M.P. 627.56	■					\$231	\$231
CR - GW - 31*	Bridge Panel, High Line/Victory Dr. Main 1 @ M.P. 643.0	■					\$186	\$186
CR - GW - 32*	Bridge Panel, High Line/Victory Dr. Main 2 @ M.P. 643.0	■					\$186	\$186
CR - GW - 33*	Trinity Railway Express DFW Rail Replacement at Lancaster Curve M.P. 610.84	■					\$138	\$138
CR - GW - 34	CB (Silver Line) - Carrollton Interlocal Agreement	■					\$125	\$125
CR - GW - 35	Bridge Panel Replacement @ Turtle Creek Main 2 – M.P. 642.6	■					\$100	\$100
CR - GW - 36*	Trinity Railway Express Turnout Switch #11 @ WC Junction Main to West Leg of Wye @ M.P. 634.46	■					\$93	\$93
CR - GW - 37*	Trinity Railway Express Turnout #11 Switch @ WC Junction Main @ M.P. 634.57	■					\$93	\$93
	Total						\$1,115,111	\$1,301,025

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

GUIDEWAY

DART STRATEGIC PRIORITIES:

 Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

CB (SILVER LINE) DESIGN BUILD - CB 1, CB 2, CB 3 CR - GW - 01

Design-build contract for regional rail project extending 26 miles between DFW Airport and Plano, connecting seven cities and adding 10 new stations and four rail connections.



REGIONAL COTTON BELT TRAIL CR - GW - 02

A hike and bike trail that runs along 21 miles of the Silver Line corridor, connecting with nine of the stations and existing trail systems; includes funding and support from NCTCOG and service area cities. Hike and Bike Trail project will traverse the cities of Grapevine, Coppell, Carrollton, Addison, Dallas, Richardson, and Plano. The proposed trail connects to an existing City of Grapevine Trail (west of the DFW Airport property limits at the north end of DFW Airport) and terminates in the City of Plano at Shiloh Road.



CB (SILVER LINE) - COTTON BELT RAIL LINE CR - GW - 03

Silver Line program costs for management, planning, soft costs, and insurance that will be allocated to the appropriate project code once the program is fully implemented.



STATE OF GOOD REPAIR RESERVES FOR DFW ROW AND SIGNALS MAINTENANCE CR - GW - 04

SGR reserves for DFW ROW and signals maintenance.



STATE OF GOOD REPAIR RESERVES FOR MADILL BRIDGES REPLACEMENT CR - GW - 05

SGR reserves for engineering and construction services for three Madill Bridges (proposed as a Design-Build Project).



NOBLE BRANCH BRIDGE CR - GW - 06

Reconstruct the Noble Branch Bridge as it has reached the end of its serviceable life.



COTTON BELT REGIONAL TRAIL - PHASE 1 CONSTRUCTION CR - GW - 07

Cotton Belt Regional Trail Phase 1 Construction includes construction of Downtown Carrollton Station at-grade and Plano Parkway Bridge.



STATE OF GOOD REPAIR RESERVES FOR MADILL RIGHT OF WAY AND SIGNALS MAINTENANCE CR - GW - 08

SGR reserves for Madill ROW and signals maintenance.



CB (SILVER LINE) - DALLAS BETTERMENTS CR - GW - 09

City of Dallas Residential and Wall Betterments Program.



CB (SILVER LINE) - COPPELL BETTERMENTS CR - GW - 10

City of Coppell Residential and Wall Betterments Program.



CB (SILVER LINE) - RICHARDSON BETTERMENTS TAX INCREMENT REINVESTMENT ZONE #2, #3

CR - GW - 11

City of Richardson Residential and Wall Betterments Program. Excludes Betterment work in the areas of Tax Increment Reinvestment Zone #2 & #3.



CB (SILVER LINE) - RICHARDSON INTERLOCAL AGREEMENT CR - GW - 12

Interlocal agreement with the City of Richardson to provide TIF funding and land for Silver Line project.



TRINITY RAILWAY EXPRESS WAYSIDE POWER CR - GW - 13

Install electric wayside power to allow for reduced emissions and reduction of diesel fuel consumption, as well as wear and tear of the primary diesel engine. Proposed as a cost-neutral comparison when allocated over 10 years of fuel and maintenance of equipment.



CB (SILVER LINE) - CARROLLTON BETTERMENTS CR - GW - 14

City of Carrollton Residential and Wall Betterments Program.



M.P. 640.4 INWOOD BRIDGE CR - GW - 15

Replace timber ballast deck with precast concrete ballast deck.



MADILL ELM FORK BRIDGE M.P. 707.45 REPAIR CR - GW - 16*

The referenced structure is currently under normal operations with a 10-mph speed limit and has operated with this speed restriction since 2016. BNSF has requested DART to modify or strengthen the structure to allow the speed to be increased to 25 mph.



TRINITY RAILWAY EXPRESS TIE GANG REPLACEMENTS CR - GW - 17*

Wood ties replacements at: 1) East Sylvania M.P. 614.42 to Haltom Rd. M.P. 615.15; 2) Haltom Rd. M.P. 615.15 to Minnis Dr. MP 617.05; 3) Precinct Line M.P. 620.65 to West Hurst M.P. 621.14; and 4) Rogers Rd. MP 633.75 to W.C. Junction M.P. 634.55. In total, this project will result in the replacement of 5,300 wood ties.



CB (SILVER LINE) - CARROLLTON HEIGHTS INTERLOCAL AGREEMENT

CR - GW - 18

Interlocal agreement with the City of Carrollton to install a communications building at the Equipment Maintenance Facility that includes a backup generator and HVAC and electrical work.



GUIDEWAY

DART STRATEGIC PRIORITIES:  Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

RIVERSIDE AND BEACH STREET CROSSING IMPROVEMENTS CR - GW - 19

Crossing improvements at Riverside Dr. and Beach St. to enhance safety and performance.



FENCING FOR TRINITY RAILWAY EXPRESS/DFW SUBDIVISION IN DALLAS COUNTY CR - GW - 20

Construct six miles of fencing and four gates along the TRE ROW to improve the cleanliness of the service area and prevent the construction of temporary encampments by individuals currently unhoused. In addition, the fencing and gates will block the track area from being crossed on foot, protecting pedestrians from potentially fatal accidents.



CB (SILVER LINE) - 3 PLANO INTERLOCAL AGREEMENT – LIGHT RAIL TRANSIT STATION TAX INCREMENT FINANCING #2 CR - GW - 21

This project is for the City of Plano - 12th Street LRT Station.



BUNGALOW REPLACEMENT, PERKINS @ M.P. 640.80 CR - GW - 22*

Replace the bungalow and hardware at Perkins that are reaching the end of their useful life.



CB (SILVER LINE) - PLANO INTERLOCAL AGREEMENT CR - GW - 23

The scope of work defined in the FEIS as Silver Line segment CB-3 in the City of Plano TIF District #2 as defined in DART/City of Plano ILA BR180069 08/14/18 and topographically illustrated in Exhibit B.



INWOOD AND KNIGHTS BRANCH DESIGN FOR DOUBLE TRACK CR - GW - 24

Design double tracking at the Inwood & Knights Branch area to include 1.2 miles of Main Track 2 on the TRE corridor.



CB (SILVER LINE) - PLANO BETTERMENTS TAX INCREMENT FINANCING #2, #3 CR - GW - 25

City of Plano Residential and Wall Betterments Program. This includes Betterment work in the areas of TIF #2 & #3.



CB (SILVER LINE) - ADDISON BETTERMENTS CR - GW - 26

City of Addison Residential and Wall Betterments Program.



HALTOM ROAD CROSSING IMPROVEMENT CR - GW - 27

Widen Haltom Rd. to accommodate two 12' lanes.



TRE TURNOUT #15 AT N. JCT. 1A AT M.P. 643.87 CR - GW - 28*

Turnout replacements at North Junction (1A) M.P. 643.87.



MAINTENANCE BUILDINGS

Maintenance building investments include improvements, repairs, replacements, and associated equipment at DART's TRE operations and maintenance facility.

9
Projects

\$57.9M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
CR - MB - 01	CB (Silver Line) - Maintenance Facility - Equipment Maintenance Facility/ Operations Maintenance Facility	■	■	■			\$36,859	\$36,859
CR - MB - 02	State of Good Repair Reserves for CB (Silver Line) Preventive Maintenance		■		■		\$9,668	\$88,137
CR - MB - 03*	Relocate Irving Yard to Lumber Yard/ Install Track	■	■				\$5,368	\$5,368
CR - MB - 04*	Trinity Railway Express Equipment Maintenance Facility Additional Warehouse Space	■	■				\$2,500	\$2,500
CR - MB - 05*	Trinity Railway Express Replace Fire Alarm System	■	■	■			\$1,500	\$1,500
CR - MB - 06	State of Good Repair Reserves for Facility Maintenance		■	■	■	■	\$1,079	\$12,433
CR - MB - 07	Upgrade/Replace Fuel System	■					\$600	\$600
CR - MB - 08	Trinity Railway Express Equipment Maintenance Facility Comm Room	■	■				\$175	\$175
CR - MB - 09	Upgrade Equipment Maintenance Facility Electrical Wiring	■					\$150	\$150
Total							\$57,898	\$147,721

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

MAINTENANCE BUILDINGS

DART STRATEGIC PRIORITIES:

 Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

CB (SILVER LINE) - MAINTENANCE FACILITY - EQUIPMENT MAINTENANCE FACILITY/OPERATIONS MAINTENANCE FACILITY CR - MB - 01

Design and construct a new Joint Rail Operations Facility (JROF) in Denton County and construct a new operations and maintenance facility. The Shiloh Layover facility will support O&M of the Silver Line fleet, including daily cleaning, light maintenance, inspections, fueling, and crew reporting.



STATE OF GOOD REPAIR RESERVES FOR CB (SILVER LINE) PREVENTIVE MAINTENANCE CR - MB - 02

SGR reserves for Silver Line preventative maintenance.



RELOCATE IRVING YARD TO LUMBER YARD/INSTALL TRACK CR - MB - 03*

Relocation of yard track in lumber yard and Irving office.



TRINITY RAILWAY EXPRESS EQUIPMENT MAINTENANCE FACILITY ADDITIONAL WAREHOUSE SPACE CR - MB - 04*

Add additional warehouse space at TRE EMF.



TRINITY RAILWAY EXPRESS REPLACE FIRE ALARM SYSTEM CR - MB - 05*

Replace the 27-year-old fire alarm system at TRE.



STATE OF GOOD REPAIR RESERVES FOR FACILITY MAINTENANCE

CR - MB - 06

SGR reserves for facility maintenance.



UPGRADE/REPLACE FUEL SYSTEM CR - MB - 07

Upgrade/replace existing fuel system.



Trinity Railway Express Train

PASSENGER STATIONS

Passenger station investments include maintenance of TRE passenger amenities.

1
Project

\$80K

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
CR - PS - 01	State of Good Repair Reserves for Trinity Railway Express Passenger Amenities		■				\$80	\$548
Total							\$80	\$548

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.



Trinity Railway Express Passenger Boarding

REVENUE VEHICLES

Revenue vehicle investments include replacement of TRE vehicles that have exceeded their useful life, as well as funding to overhaul the fleet.

11
Projects

\$287.6M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
CR - RV - 01	Trinity Railway Express Vehicle Replacement		■	■	■	■	\$236,114	\$295,142
CR - RV - 02	State of Good Repair Reserves for Vehicle Overhaul		■	■	■	■	\$21,530	\$36,563
CR - RV - 03	CB (Silver Line) - Vehicles	■					\$11,116	\$11,116
CR - RV - 04	Bi-Level & Cab Car Overhauls	■	■	■	■		\$10,200	\$10,200
CR - RV - 05*	Trinity Railway Express Bi Level Overhaul Coach 1051 & 1055	■	■	■	■		\$4,500	\$4,500
CR - RV - 06	Trinity Railway Express Coach-to-Cab Conversion	■	■	■			\$2,000	\$2,000
CR - RV - 07*	Trinity Railway Express Purchase F40 Capital Spares	■	■	■			\$900	\$900
CR - RV - 08*	Trinity Railway Express Fleet Painting of Remaining Six Vehicles	■	■	■	■		\$530	\$530
CR - RV - 09	CB (Silver Line) - Vehicles - Spare Parts	■					\$429	\$429
CR - RV - 10	Locomotive Purchase		■				\$280	\$280
CR - RV - 11	Fleet Assessment	■					\$30	\$30
Total							\$287,628	\$361,690

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

POTENTIAL IIJA GRANT OPPORTUNITIES

- FTA Rail Vehicle Replacement Program

DART STRATEGIC PRIORITIES:

 Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

TRINITY RAILWAY EXPRESS VEHICLE REPLACEMENT CR - RV - 01

Purchase TRE vehicle replacements in coordination with Trinity Metro.



STATE OF GOOD REPAIR RESERVES FOR VEHICLE OVERHAUL

CR - RV - 02

SGR reserves for TRE vehicle overhaul.



REVENUE VEHICLES

DART STRATEGIC PRIORITIES:  Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

CB (SILVER LINE) - VEHICLES CR - RV - 03

Purchase of eight FLIRT DMU commuter rail vehicles and startup O&M costs to support the vehicle acceptance.



BI-LEVEL & CAB CAR OVERHAULS CR - RV - 04

Overdue midlife overhaul of six bi-level coach cars and two cab cars in existing TRE fleet. The project will also support federally regulated safety updates as part of the System Safety II Program for emergency egress.



TRINITY RAILWAY EXPRESS BI LEVEL OVERHAUL COACH 1051 & 1055

CR - RV - 05*

Major overhaul of coach cars 1051 and 1055.



TRINITY RAILWAY EXPRESS COACH-TO-CAB CONVERSION CR - RV - 06

Convert coach cars 1048 and 1049 back to cab cars.



TRINITY RAILWAY EXPRESS PURCHASE F40 CAPITAL SPARES CR - RV - 07*

Purchase capital spares for the two new F40 locomotives purchased by TRE.



TRINITY RAILWAY EXPRESS FLEET PAINTING OF REMAINING SIX VEHICLES

CR - RV - 08*

Repaint six TRE vehicles.



CB (SILVER LINE) - VEHICLES - SPARE PARTS CR - RV - 09

This project will fund the purchase FLIRT DMU spare parts.



LOCOMOTIVE PURCHASE CR - RV - 10

Purchase one locomotive for TRE service expansion.



Trinity Railway Express

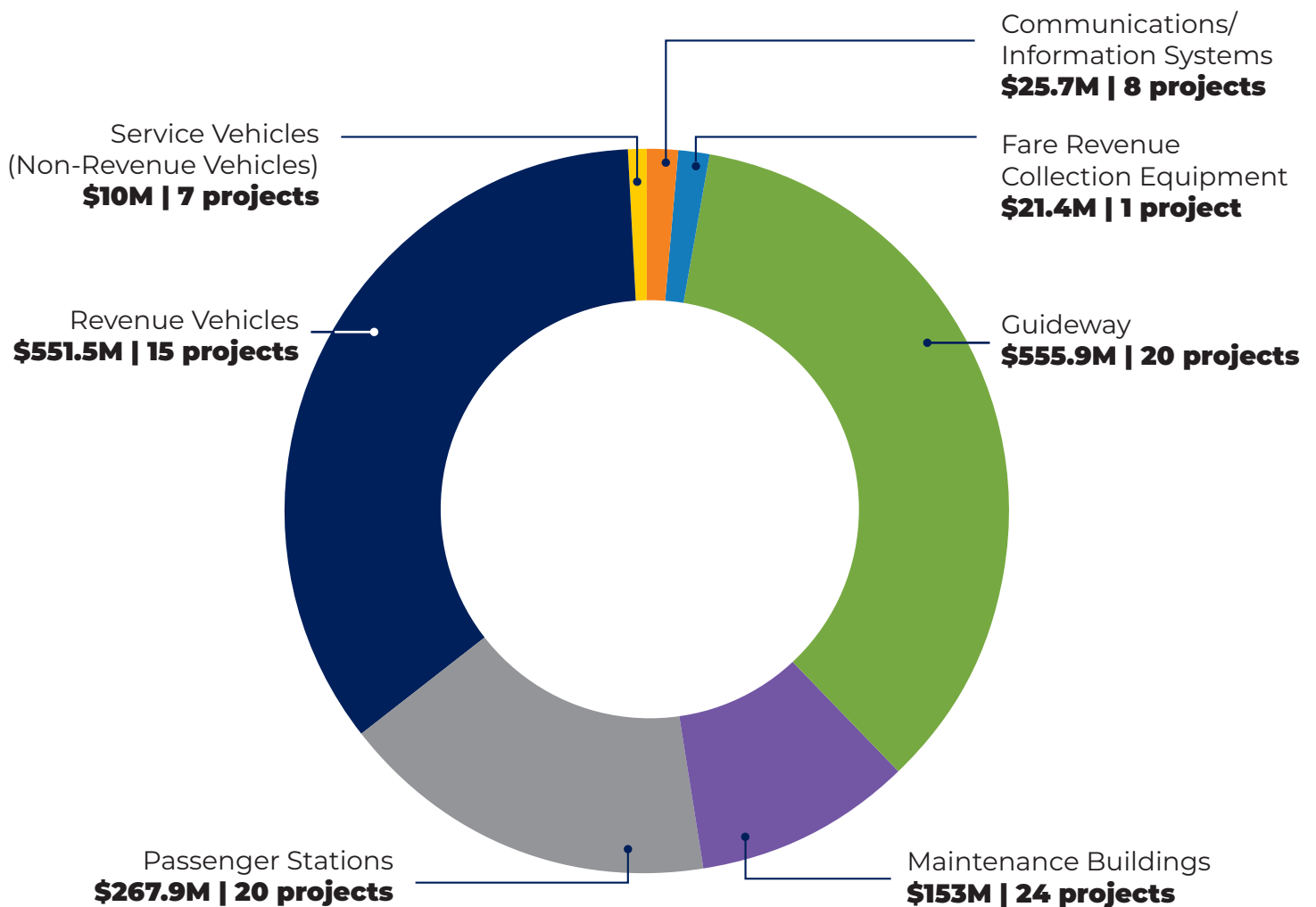
LIGHT RAIL TRANSIT

TOTAL INVESTMENT
\$1.6B

Light rail transit (LRT) projects optimize the light rail network by modernizing the system and improving operational flexibility, as well as updating signals and trackwork. In the last 26 years, DART has built most of the corridors originally envisioned for the light rail network. The LRT system currently stands at 93 miles and 65 stations, operating at 15-minute peak headways and at 20- or 30-minute levels during midday and evenings.

Many of the projects in the following pages are part of the larger Systemwide Modernization Program, which is intended to elevate the customer experience and improve operations.

LIGHT RAIL TRANSIT INVESTMENTS BY CATEGORY FY 2024-FY 2028





LIGHT RAIL SYSTEMWIDE MODERNIZATION PROGRAM

Numerous projects collectively contribute to the Systemwide Modernization Program. This program entails significant investment in the next several years for:

VEHICLES

Replace 95 oldest light rail vehicles with state-of-the-art vehicles with level boarding at all doors.

STATION IMPROVEMENTS

Raise 23 platforms to allow for universal level boarding with new vehicles, along with new ticket vending machines (TVM), rehabilitation and repairs at several stations, art restoration, information displays, CCTV, and escalator replacements at SMU/Mockingbird and Cityplace/Uptown stations.

CROF/NWROF UPGRADES

Facility improvement to accommodate new vehicles, along with smaller projects to enhance efficiency and operations.

UNIFIED SIGNAL SYSTEM

Modernize older, obsolete signal systems to accommodate new vehicles and maximize safety, reliability, customer communications, and capacity of the network.

WEATHERIZATION

Enhance the resilience of light rail operations during extreme weather events.

COMMUNICATIONS/INFORMATION SYSTEMS

Communications and information system investments include Intelligent Transportation Systems (ITS) infrastructure that improves communication and safety for riders, such as public information display systems, and investments to keep communications and ITS equipment in good repair.

8
Projects

\$25.7M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - CIS - 01	Passenger Information Display System Upgrade	■	■	■			\$12,720	\$12,720
LRT - CIS - 02	Fiber Optic Upgrade	■	■	■			\$3,700	\$3,700
LRT - CIS - 03	SCADA Control System Upgrade	■					\$3,000	\$3,000
LRT - CIS - 04	State of Good Repair Reserve - Intelligent Transportation Systems		■		■		\$2,685	\$16,972
LRT - CIS - 05	Signals CMGC - 3 LCP Computer Upgrade	■					\$2,487	\$2,487
LRT - CIS - 06	State of Good Repair Reserve - Communications		■			■	\$791	\$60,598
LRT - CIS - 07	State of Good Repair Reserve - Equipment Replacement - Police			■			\$307	\$721
LRT - CIS - 08	Radio Asset Lockers	■					\$30	\$30
Total							\$25,720	\$100,227

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.



DART Information Kiosk and Passenger Information Systems

COMMUNICATIONS/INFORMATION SYSTEMS

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

PASSENGER INFORMATION DISPLAY SYSTEM UPGRADE LRT - CIS - 01

Upgrade existing PIDS equipment as they are obsolete and at the end of their useful life.



SGR RESERVE - INTELLIGENT TRANSPORTATION SYSTEMS (ITS) FIBER OPTIC UPGRADE LRT - CIS - 02

Install new fiber cables with increased fiber count around DART ROW to accommodate new projects and technologies. The project will upgrade the existing 24-strand fiber with an additional 144-strand cable.



SCADA CONTROL SYSTEM UPGRADE LRT - CIS - 03

Replace SCADA servers, front-end processors, tunnel vent master system, and all corresponding software. The SCADA Train Control System is obsolete and software applications using Microsoft Server and GE Factorylink are also no longer supportable.



STATE OF GOOD REPAIR RESERVE - INTELLIGENT TRANSPORTATION SYSTEMS LRT - CIS - 04

SGR reserves for ITS maintenance and replacement.



SIGNALS CMGC - 3 LCP COMPUTER UPGRADE LRT - CIS - 05

Replace CMGC-3 Windows XP-based local control computers with Windows 10-based local control computers and re-configure software to operate on Windows 10-based computers.



STATE OF GOOD REPAIR RESERVE - COMMUNICATIONS LRT - CIS - 06

SGR reserves for replacement of communications equipment.



STATE OF GOOD REPAIR RESERVE - EQUIPMENT REPLACEMENT - POLICE LRT - CIS - 07

SGR reserves for DART Police equipment replacement.



DART Rail At-Grade Crossing

FARE REVENUE COLLECTION EQUIPMENT

Fare revenue collection equipment investments include replacement of the current ticket vending machines (TVMs) on the platforms at all light rail stations.

1
Project

\$21.4M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - FRCE - 01	State of Good Repair Reserve - Ticket Vending Machines Model Replacement		■	■	■	■	\$21,430	\$60,130
Total							\$21,430	\$60,130

NOTE: Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES:

Customer Focus

Stewardship

Innovation

Excellence

Leadership

STATE OF GOOD REPAIR RESERVE - TICKET VENDING MACHINES MODEL REPLACEMENT LRT - GW - 01

SGR reserves for TVM model replacement.



Ticket Vending Machine - Farmers Branch Station

GUIDEWAY

Guideway investments include improvements, replacements, and upgrades of LRT assets, as well as modernizing obsolete signal systems to accommodate new vehicles and maximize the safety, reliability, and capacity of the network.

20
Projects

\$555.9M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - GW - 01*	Unified Signal System - Design and Construction	■	■	■	■	■	\$507,421	\$710,389
LRT - GW - 02	State of Good Repair Reserve - Uninterrupted Wayside Signal Power Systems				■		\$13,439	\$31,500
LRT - GW - 03	State of Good Repair Reserve - Traction Electrification System		■	■	■	■	\$8,306	\$22,712
LRT - GW - 04	Tunnel Vertical Stand Piping Replacement	■	■	■			\$4,945	\$4,945
LRT - GW - 05	State of Good Repair Reserve - Right-Of-Way and Track		■			■	\$3,293	\$42,144
LRT - GW - 06*	Victory Station Crossing Improvements and Trackwork	■	■	■			\$3,290	\$3,290
LRT - GW - 07	Traction Electrification System - Traction D/C Breaker Retrofit (SS)	■	■	■	■		\$2,896	\$2,896
LRT - GW - 08	Traction Electrification System - Starter System Traction Power Sub-Stations Rectifier Replacement	■	■	■	■		\$2,853	\$2,853
LRT - GW - 09	Signals - Central Rail Operations Facility Yard Switch Replacement Project	■					\$1,618	\$1,618
LRT - GW - 10	Centralized Transit Signal Priority	■	■	■	■		\$1,600	\$1,600
LRT - GW - 11	Unified Signal Systems - Phase I Evaluation Study	■					\$1,307	\$1,307
LRT - GW - 12	Signal Section - Crossing Controller	■	■				\$1,239	\$1,239
LRT - GW - 13*	Signal Section - House and Case Painting		■				\$839	\$839
LRT - GW - 14*	Alcad Control Power Battery System P1 Traction Power Sub-Stations	■					\$703	\$703
LRT - GW - 15	State of Good Repair Reserve - Signals		■	■			\$632	\$10,210
LRT - GW - 16	Downtown Capacity Planning	■					\$500	\$500
LRT - GW - 17*	Signal Section - Rowlett - CIH		■				\$360	\$360
LRT - GW - 18*	Cityplace - Tunnel Bore Rehab	■					\$335	\$335

GUIDEWAY

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - GW - 19*	Signal Section - Perry Case		■				\$275	\$275
LRT - GW - 20	Hidden Ridge Train-to-Wayside Communication Express Cable Installation	■					\$83	\$83
Total							\$555,936	\$839,799

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

UNIFIED SIGNAL SYSTEM - DESIGN AND CONSTRUCTION LRT - GW - 01*

Design and construction of cab signals/automatic train protection similar to the signal system installed on the Orange and Green Lines.



STATE OF GOOD REPAIR RESERVE - UNINTERRUPTED WAYSIDE SIGNAL POWER SYSTEMS LRT - GW - 02

SGR reserves for Uninterrupted Wayside Signal Power Systems maintenance.



STATE OF GOOD REPAIR RESERVE - TRACTION ELECTRIFICATION SYSTEM LRT - GW - 03

SGR reserves for TES maintenance replacement.



TUNNEL VERTICAL STAND PIPING REPLACEMENT LRT - GW - 04

Design to allow for the replacement of the tunnel vertical stand piping due to rusting and leaking of the system. This modification will take place at eight locations from the street level to the horizontal piping within the tunnel bore. This is a life safety item that will bring the system back to normal operations.



STATE OF GOOD REPAIR RESERVE - RIGHT-OF-WAY AND TRACK LRT - GW - 05

SGR reserves for ROW and track maintenance and replacement.



VICTORY STATION CROSSING IMPROVEMENTS AND TRACKWORK LRT - GW - 06*

In coordination with NCTCOG, TxDOT, and City of Dallas, DART will provide improvements to facilitate a safe pedestrian crossing at Victory Station as part of larger pedestrian connectivity project constructed by others. Construction includes system and facility elements at the existing four-track crossings at the south end of the existing Victory Station Platform and the addition of a single crossover on the commuter rail guideway near Medical Market Station in support of proposed changes to regional train dispatch.



TRACTION ELECTRIFICATION SYSTEM - TRACTION D/C BREAKER RETROFIT (SS) LRT - GW - 07

Retrofit or replace 68 D/C feeder breakers and 18 main DC breakers currently in use for power distribution to the OCS. The project intends to identify the most cost-effective solution for continued use of existing traction power infrastructure.



TRACTION ELECTRIFICATION SYSTEM - STARTER SYSTEM TRACTION POWER SUB-STATIONS RECTIFIER REPLACEMENT LRT - GW - 08

Design, replacement or retrofit of the D/C traction power rectifier group in the DART LRT starter system TPSS. Scope of work will include, but is not limited to, design, delivery, and commissioning of a fully functional DC traction power rectifier group with a nominal voltage of 845 VDC to replace the Asea Brown Boveri (ABB) rectifier group completely integrated in the existing DC switchgear line up of the existing Powell-designed TPSS.



SIGNALS - CENTRAL RAIL OPERATIONS FACILITY YARD SWITCH REPLACEMENT PROJECT LRT - GW - 09

Replace aging switch machines in the CROF yard to improve the safety of train movement, reduce maintenance cost, and improve customer service and on-time departures from the yard.



CENTRALIZED TRANSIT SIGNAL PRIORITY LRT - GW - 10

Centralized TSP will be a five-year pilot and will improve the on-time performance of bus routes operating in the Peavy/Buckner, Hampton and Legacy/Parker Rd./Preston corridors. Centralized TSP will require software to be added to the City of Dallas traffic management system. DART will partner with the City of Dallas to purchase, provide data plan and maintain the software.



GUIDEWAY

DART STRATEGIC PRIORITIES: Customer Focus Stewardship Innovation Excellence Leadership

UNIFIED SIGNAL SYSTEMS - PHASE I EVALUATION STUDY LRT - GW - 11

Evaluation of the Red and Blue Lines signaling systems from ABS and LOS systems to Automatic Train Protection (with cab signaling) to achieve unified signaling systemwide. The cab signal system shall be similar to that installed on the Orange and Green Lines and work with the existing fleet of LRVs and future vehicles. The scope also includes the review of DART's existing supervisory control and data acquisition system to determine impacts to the graphic wall that displays the LRT system at the train control center, and evaluation of the current power supply for the signal system to provide a redundant power source in the event of loss of primary power.



SIGNAL SECTION - CROSSING CONTROLLER LRT - GW - 12

Install upgraded battery charger to power the crossing controller and equipment along the northern sections of the Red and Blue lines to provide reliable backup power during outages.



SIGNAL SECTION - HOUSE AND CASE PAINTING LRT - GW - 13*

Clean, paint, and repair rail houses used for communications and signal equipment along the right-of-way, or replace if equipment is beyond repair.



ALCAD CONTROL POWER BATTERY SYSTEM P1 TRACTION POWER SUB-STATIONS LRT - GW - 14*

Replacement batteries and battery charger for Phase 1 TPSS. Each location (21 TPSS) consists of 46 Alcad NiCd batteries and Alcad Microprocessor-controlled battery chargers. These systems have been in service since September 2001 and have a 20-to-25-year service life.



STATE OF GOOD REPAIR RESERVE - SIGNALS LRT - GW - 15

SGR reserves for signals maintenance and replacement.



DOWNTOWN CAPACITY PLANNING LRT - GW - 16

Funding for due diligence studies and scenario planning related to timing and need for additional downtown capacity.



SIGNAL SECTION - ROWLETT - CIH LRT - GW - 17*

Purchase new electronic equipment, including wires and terminations, and build six new technology racks for signal communications to be installed at Rowlett Station, plus clean and paint the station house interior.



CITYPLACE - TUNNEL BORE REHAB LRT - GW - 18*

Cityplace tunnel bore rehab (update generators, doors, pumps, drainage etc.) to maintain a state of good repair.



SIGNAL SECTION - PERRY CASE LRT - GW - 19

Replace wiring for signal communications at the Perry signal house.



Victory Station

MAINTENANCE BUILDINGS

Maintenance building investments include activities to protect and support DART's ability to successfully operate the light rail system during severe weather. Other investments include improvements, repairs, replacements, and associated equipment to accommodate new vehicles and enhance efficiency at DART's three LRT maintenance and operations facilities.

24
Projects

\$153M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - MB - 01	Weatherization	■	■	■	■		\$105,567	\$105,567
LRT - MB - 02	Central Rail Operations Facility and Northwest Rail Operation Facility Upgrades	■	■	■	■		\$32,450	\$32,450
LRT - MB - 03	Light Rail Transit HVAC Upgrade Project	■					\$4,000	\$4,000
LRT - MB - 04*	Water/Corrosion Control Testing and Repairs	■	■	■	■	■	\$2,656	\$2,656
LRT - MB - 05*	Northwest Rail Operation Facility, S&I and WSA Facilities Roof Replacement	■	■				\$2,500	\$2,500
LRT - MB - 06	State of Good Repair Reserve - Central Rail Operations Facility		■	■	■	■	\$1,022	\$13,194
LRT - MB - 07*	Central Rail Operations Facility S&I Shop Ceiling Airflow Rooftop Units	■					\$618	\$618
LRT - MB - 08	Light Rail Transit WSA/Annex Building Roof Rehab	■					\$618	\$618
LRT - MB - 09	State of Good Repair Reserve - Northwest Rail Operations Facility		■	■	■	■	\$555	\$5,934
LRT - MB - 10	PA Elevator Controller Upgrades	■	■				\$538	\$538
LRT - MB - 11	State of Good Repair Reserve - Chilled Water System and HVAC				■		\$504	\$1,181
LRT - MB - 12	Northwest Rail Operations Facility HVAC R-22 Units Replacement	■					\$450	\$450
LRT - MB - 13*	Central Rail Operations Facility Backup Generators		■				\$340	\$340
LRT - MB - 14*	Northwest Rail Operations Facility Wheel Truing Machine Control System Upgrade	■					\$311	\$311
LRT - MB - 15	PA Remote Monitor Upgrade	■	■				\$251	\$251
LRT - MB - 16*	Central Rail Operations Facility WSA Building HVAC Rehab	■					\$180	\$180
LRT - MB - 17*	Central Rail Operations Facility Fire Main Indicator Repair	■					\$120	\$120

MAINTENANCE BUILDINGS

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - MB - 18	COMM Benchtop Service Monitor Replacement	■					\$102	\$102
LRT - MB - 19	Traction Electrification System - Protective Relay Tester (P2)	■					\$61	\$61
LRT - MB - 20*	Cable Reel Stand	■					\$61	\$61
LRT - MB - 21	LMR Radio Test Set	■					\$57	\$57
LRT - MB - 22	Central Rail Operations Facility/ Northwest Rail Operation Facility Machine Shop Shear Replacement	■					\$40	\$40
LRT - MB - 23*	Replace Signal Generator	■					\$34	\$34
LRT - MB - 24	State of Good Repair Reserve - Emergency Power Upgrade at Central Rail Operations Facility						\$0	\$724
	Total						\$153,035	\$171,987

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.



DART Maintenance Facility

MAINTENANCE BUILDINGS

DART STRATEGIC PRIORITIES:

 Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

WEATHERIZATION LRT - MB - 01

Enhance the resilience of light rail operations and protect DART assets during extreme weather events based on recommendations from weatherization study completed in FY 2023.



CENTRAL RAIL OPERATIONS FACILITY AND NORTHWEST RAIL OPERATION FACILITY UPGRADES LRT - MB - 02

Facility upgrades to maintain new level boarding LRVs. Mechanical and electrical equipment that is currently under the high-floor vehicles will be on the roof, requiring modifications for roof-mounted access, underside, lifting, painting, carwash, and other potential changes that will need be evaluated to align to the new vehicles. This will provide seamless maintenance support to the new fleet as well as the older fleet.



LIGHT RAIL TRANSIT HVAC UPGRADE PROJECT LRT-MB - 03

Upgrade the HVAC system on DART's Fleet 50, 51, 52 and 53 from the obsolete R22 Freon technology to non-HCFC Freon Technology.



WATER/CORROSION CONTROL TESTING AND REPAIRS LRT - MB - 04*

DART has installed corrosion control test stations on metallic water lines and other underground utilities throughout the light rail system to monitor stray currents emanating from the operation of the electrified light rail system. Per agreement with the City of Dallas, DART is responsible for testing each test station and maintaining stray currents to an acceptable level, and making repairs as needed. Excessive stray current levels could cause metallic underground utilities to corrode and fail. This request is for funding to secure a contract to perform the required testing and repairs of the stray current test stations systemwide.



NORTHWEST RAIL OPERATION FACILITY, S&I AND WSA FACILITIES ROOF REPLACEMENT LRT - MB - 05*

There are several leaks on the roof of both buildings instead of just S&I. The leaks are numerous for both the administrative offices as well as the shop area where there is high voltage equipment that is being shorted out due to water intrusion. This project will result in the preservation of equipment of both electrical and electronic nature.



STATE OF GOOD REPAIR RESERVE - CENTRAL RAIL OPERATIONS FACILITY LRT - MB - 06

SGR reserves for CROF maintenance.



CENTRAL RAIL OPERATIONS FACILITY S&I SHOP CEILING AIRFLOW ROOFTOP UNITS LRT - MB - 07*

Replace S&I shop ceiling airflow system rooftop units, resulting in a cooler environment for mechanics working on rooftop LRV equipment.



LIGHT RAIL TRANSIT WSA/ANNEX BUILDING ROOF REHAB LRT - MB - 08

Repairs to aging roof at LRT WSA/Annex Building.



STATE OF GOOD REPAIR RESERVE - NORTHWEST RAIL OPERATIONS FACILITY LRT - MB - 09

SGR reserves for NWROF maintenance.



PA ELEVATOR CONTROLLER UPGRADES LRT - MB - 10

Upgrade the elevator controllers on the Green and Orange Lines to state-of-the-art equipment.



STATE OF GOOD REPAIR RESERVE - CHILLED WATER SYSTEM AND HVAC LRT - MB - 11

SGR reserves for chilled water system and HVAC.



NORTHWEST RAIL OPERATIONS FACILITY HVAC R-22 UNITS REPLACEMENT LRT - MB - 12

Replace R-22 HVAC units with current EPA standards/specifications.



CENTRAL RAIL OPERATIONS FACILITY BACKUP GENERATORS LRT - MB - 13*

Purchase a 750k backup generator for the CROF as the current unit has aged out, resulting in more dependable backup power in loss of electrical power.



NORTHWEST RAIL OPERATIONS FACILITY WHEEL TRUING MACHINE CONTROL SYSTEM UPGRADE LRT - MB - 14*

Upgrade the controls for the wheel truing machine at the NWROF. The current control system is no longer supported by Siemens.



PA REMOTE MONITOR UPGRADE LRT - MB - 15

Upgrade the remote monitoring system to provide real-time status of the lift equipment.



PASSENGER STATIONS

Passenger station investments include raising 23 platforms along the Red and Blue Lines to allow for universal level boarding onto DART's new light rail vehicles. Funding will also support new ticket vending machines (TVMs), art restoration, upgrades to information displays, station rehabilitation and repairs, and CCTV optimization across the system, as well as escalator replacements at SMU/Mockingbird and Cityplace/Uptown stations.

20
Projects

\$267.9M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - PS - 01	Red and Blue Lines Platform Level Boarding	■	■	■	■		\$191,806	\$191,806
LRT - PS - 02	Cityplace Escalator Replacement		■	■			\$27,093	\$27,093
LRT - PS - 03	Red and Blue Line Platform Extensions	■					\$19,000	\$19,000
LRT - PS - 04	Loop 12 Station	■	■	■	■		\$12,000	\$12,000
LRT - PS - 05	Mockingbird Escalator Rehab		■	■			\$7,000	\$7,000
LRT - PS - 06	State of Good Repair Reserve - Light Rail Transit Passenger Amenities		■	■	■	■	\$5,419	\$87,789
LRT - PS - 07	Cityplace Tunnel Fire Standpipes Replacement	■	■				\$2,500	\$2,500
LRT - PS - 08	Tunnel Fire Alarm System Replacement	■					\$1,000	\$1,000
LRT - PS - 09	PA Enhance Rail Station Cleaning	■	■				\$547	\$547
LRT - PS - 10	PA Systemwide Art Restorations - 5 Years	■	■				\$400	\$400
LRT - PS - 11	Arapaho Platform and Transit Center Rehab	■	■				\$250	\$250
LRT - PS - 12	South Garland Transit Center Rehab	■					\$200	\$200
LRT - PS - 13	Cityplace Ceramic Tile Replacement	■					\$200	\$200
LRT - PS - 14	Green Line Aluminum Windscreen Replacement	■					\$105	\$105
LRT - PS - 15	Park Lane Platform with Crew Room Rehab	■					\$86	\$86
LRT - PS - 16	Kiest Platform Rehab	■					\$70	\$70
LRT - PS - 17	Morell Platform Rehab	■					\$70	\$70

PASSENGER STATIONS

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - PS - 18	VA Platform Rehab	■					\$70	\$70
LRT - PS - 19	Baylor Station Rehab	■					\$70	\$70
LRT - PS - 20	Cityplace HVAC Chill Water Pipes Replacement	■					\$45	\$45
	Total						\$267,931	\$350,301

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.



Cityplace/Uptown Station Escalator

PASSENGER STATIONS

DART STRATEGIC PRIORITIES:  Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

RED AND BLUE LINES PLATFORM LEVEL BOARDING LRT - PS - 01

Fully raise remaining 23 Red and Blue Line platform stations to allow for level boarding with new LRVs.



CITYPLACE ESCALATOR REPLACEMENT LRT - PS - 02

Replace six escalators at Cityplace/Uptown Station over three to five years to limit customer impacts.



RED AND BLUE LINE PLATFORM EXTENSIONS LRT - PS - 03

Extend the platforms at Red and Blue Line stations to allow the use of three-SLRT car trains. Extensions will increase passenger capacity at existing service frequencies, provide compatibility with the Green and Orange Lines, and create opportunities for new rail travel patterns. Raising the entire platform for full-level boarding will provide better access for passengers, fulfill FTA standards for ADA, and prepare the stations for future fleet replacements (full-level boarding at all doors).



LOOP 12 STATION LRT - PS - 04

Design and construct Loop 12 Station (Texas Stadium) in the Irving - 1 Line Section, located in the Irving Corridor. This station was planned and included in the approved environmental study for the Irving Corridor and deferred at the time. Grade beams, clearing, grubbing, and some rough grading was completed.



MOCKINGBIRD ESCALATOR REHAB LRT - PS - 05

Replace two escalators (at the same time) at the SMU/Mockingbird Station over two to three years.



STATE OF GOOD REPAIR RESERVE - LIGHT RAIL TRANSIT PASSENGER

AMENITIES LRT - PS - 06

SGR reserves for maintenance of LRT passenger amenities.



CITYPLACE TUNNEL FIRE STANDPIPES REPLACEMENT LRT - PS - 07

Inspect, remove, and replace all deteriorated pipes throughout the tunnel bore at Cityplace/Uptown Station.



TUNNEL FIRE ALARM SYSTEM REPLACEMENT LRT - PS - 08

Replace obsolete fire alarm system in Cityplace/Uptown Station.



PA ENHANCE RAIL STATION CLEANING LRT - PS - 09

Add services to enhance rail station cleaning.



PA SYSTEMWIDE ART RESTORATIONS - 5 YEARS LRT - PS - 10

Restoration of artwork at rail stations to maintain art in a state of good repair.



ARAPAHO PLATFORM AND TRANSIT CENTER REHAB LRT - PS - 11

Refurbish site components at Arapaho Station and Transit Center to maintain rail station and crew rooms in a state of good repair.



REVENUE VEHICLES

Revenue vehicle investments include replacement of DART's oldest fleets with state-of-the-art vehicles with level boarding at all doors and installation of public information monitors.

15
Projects

\$551.5M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - RV - 01	New Light Rail Transit Procurement	■	■	■	■	■	\$504,028	\$1,050,330
LRT - RV - 02	State of Good Repair Reserve - Light Rail Transit Capital Maintenance Program		■	■	■	■	\$21,566	\$91,696
LRT - RV - 03	Light Rail Transit Capital Programs	■	■	■			\$5,100	\$5,100
LRT - RV - 04	Light Rail Transit Passenger Seat Retrofit	■					\$4,413	\$4,413
LRT - RV - 05	Light Rail Transit Digitrol Upgrade	■	■	■			\$3,500	\$3,500
LRT - RV - 06	Light Rail Transit LED Destination Route Signs	■	■				\$3,003	\$3,003
LRT - RV - 07*	Pantograph Monitoring System	■					\$3,000	\$3,000
LRT - RV - 08	Light Rail Transit Passenger Interior LED Monitors	■	■				\$1,843	\$1,843
LRT - RV - 09	Light Rail Transit Pantograph Camera	■					\$1,500	\$1,500
LRT - RV - 10	Track Stabilizer	■					\$1,500	\$1,500
LRT - RV - 11	TRK Plasser American Tamper Replacement #6019	■					\$900	\$900
LRT - RV - 12	State of Good Repair Reserve - Anti-Graffiti Window Film for Light Rail Transit				■		\$504	\$1,181
LRT - RV - 13*	Northwest Rail Operations Facility Vehicle Wash Piping Replacement	■					\$400	\$400
LRT - RV - 14	Light Rail Transit Automated Mileage Counter	■					\$245	\$245
LRT - RV - 15	State of Good Repair Reserve - Light Rail Transit Replacement						\$0	\$1,047,193
Total							\$551,501	\$2,215,820

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

REVENUE VEHICLES

DART STRATEGIC PRIORITIES:  Customer Focus

 Stewardship

 Innovation

 Excellence

 Leadership

NEW LIGHT RAIL TRANSIT PROCUREMENT LRT - RV - 01

Utilize consultant services to develop RFP that is aligned with the New LRT Technical Specification recently created. Consultant will support issuance and responding to RFIs, reviewing bid proposals, and making recommendations to DART based on Vehicle Technical Specification and related documents.



STATE OF GOOD REPAIR RESERVE – LIGHT RAIL TRANSIT CAPITAL MAINTENANCE PROGRAM LRT - RV - 02

SGR reserves for regularly scheduled maintenance intervals.



LIGHT RAIL TRANSIT CAPITAL PROGRAMS LRT - RV - 03

Continued asset preservation of the LRV fleets; time scheduled for three-, five-, and 15-year programs.



LIGHT RAIL TRANSIT PASSENGER SEAT RETROFIT LRT - RV - 04

Replace all cloth seats in LRT vehicles to assist with cleanliness issues and support post-COVID ridership recovery. The industry practice is to replace cloth seats with vinyl or plastic inserts.



LIGHT RAIL TRANSIT DIGITROL UPGRADE LRT - RV - 05

Replace obsolete servotrols with digitrols.



LIGHT RAIL TRANSIT LED DESTINATION ROUTE SIGNS LRT - RV - 06

Install LRT LED route signs for Fleet's 53 and 54, install six LED D-signs per LRT for a total of 68 LRTs retrofitted. Total sign installation is 408 (+ 20 spares).



PANTOGRAPH MONITORING SYSTEM LRT - RV - 07*

LRV Pantograph inspection and monitoring system to be installed in two locations along DART ROW to scan condition of in-service LRVs for wear or damage. This system will scan the collector head for wear, cracks, breaks, chips, rotation, degree of uplift, OCS contact, head orientation, and defects in horn structure in real time. Provides accurate, repeatable and fully automated inspection results and will reduce the risk of OCS line teardown. Pantograph parameters exceeding threshold values will trigger an automated alarm.



LIGHT RAIL TRANSIT PASSENGER INTERIOR LED MONITORS LRT - RV - 08

Retrofit DART LRVs with new electronic LED interior passenger information monitors. These monitors will keep customers informed of severe weather events and provide alerts regarding service updates.



LIGHT RAIL TRANSIT PANTOGRAPH CAMERA LRT - RV - 09

Install pantograph cameras on all LRTs in DART's fleet.



TRACK STABILIZER LRT - RV - 10

Purchase a tow-behind Track Stabilizer which is capable of connecting to a separate Track Tamper.



TRK PLASSER AMERICAN TAMPER REPLACEMENT #6019 LRT - RV - 11

Replacement of existing Plasser Switch Tamper #6019.



STATE OF GOOD REPAIR RESERVE - ANTI-GRAFFITI WINDOW FILM FOR LRTS LRT - RV - 12

SGR reserves for anti-graffiti window film on LRTs.



NORTHWEST RAIL OPERATIONS FACILITY VEHICLE WASH PIPING REPLACEMENT LRT - RV - 13*

Piping inside the vehicle wash at the NWROF needs replacement due to their age and deterioration. The piping also needs insulation added to prevent freezing in the winter. For the last three winters, pipes have frozen and burst, causing a major disruption in the cleaning of rail cars.



SERVICE VEHICLES (NON-REVENUE VEHICLES)

Service vehicle investments include maintenance, replacement, and purchases of equipment and vehicles to support LRT operations.

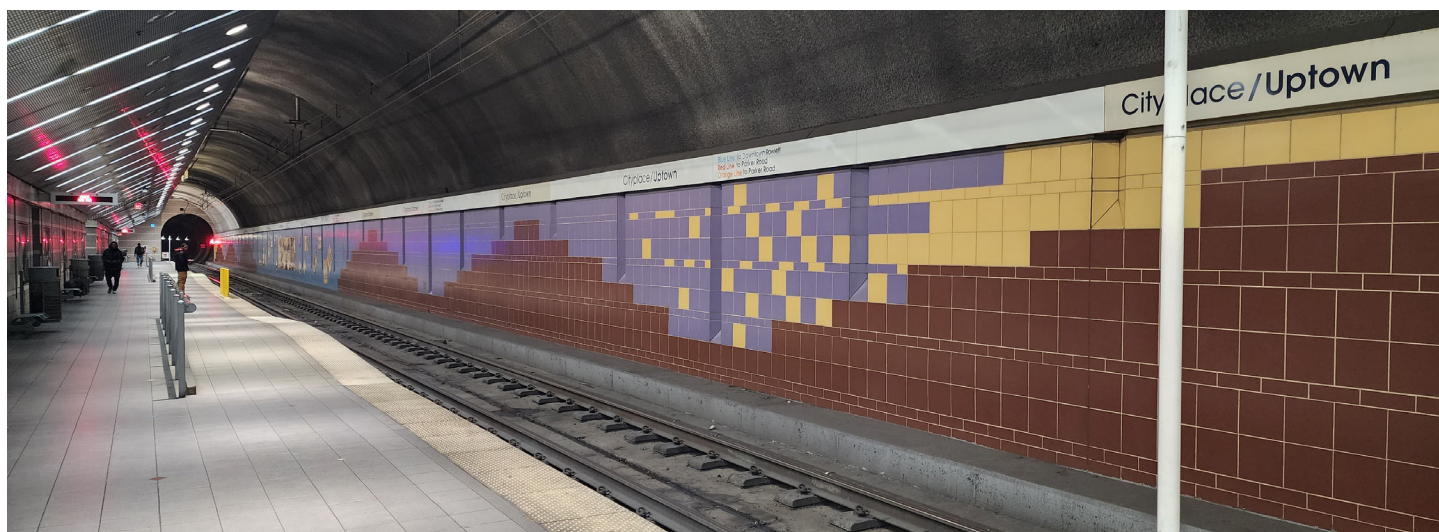
7
Projects

\$10M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
LRT - SV - 01	Brandt Truck/Railcar Mover	■	■				\$3,970	\$3,970
LRT - SV - 02	Traction Electrification System - Overhead Catenary Magic System and Wire Stringing Flatcar	■					\$2,984	\$2,984
LRT - SV - 03	Hi-Rail Non-Revenue Vehicle Replacement		■				\$1,876	\$14,693
LRT - SV - 04*	Northwest Rail Operations Facility Vehicle Lift Reconditioning	■					\$515	\$515
LRT - SV - 05*	Central Rail Operations Facility - Overhead Crane Rehab/Replacement	■					\$309	\$309
LRT - SV - 06*	Non-Revenue Vehicles Purchase for Rail Field Supervisors	■					\$280	\$280
LRT - SV - 07	Rail Training, CDL-A Training Vehicle and Trailer	■					\$100	\$100
	Total						\$10,064	\$23,038

*New FY 2024 capital project

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.



Cityplace/Uptown Station Tunnel

SERVICE VEHICLES (NON-REVENUE VEHICLES)

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

BRANDT TRUCK/RAILCAR MOVER LRT - SV - 01

Purchase three Brandt Trucks and three Railcar Movers to support rail fleet operations, improving service reliability.



TRACTION ELECTRIFICATION SYSTEM - OVERHEAD CATENARY MAGIC SYSTEM AND WIRE STRINGING FLATCAR LRT - SV - 02

The Magic SC overhead catenary measurement system and wire stringing flatcar is a second phase to the overhead catenary wire machine. The system will take critical measurements of the overhead catenary wire to perform trending analysis for replacement. The wire stringing flatcar can replace the depleted contact wire and pre-stretch the wire allowing the system to be immediately brought back into service.



HI-RAIL NON-REVENUE VEHICLE REPLACEMENT LRT - SV - 03

SGR reserves for hi-rail NRV replacement.



NORTHWEST RAIL OPERATIONS FACILITY VEHICLE LIFT RECONDITIONING LRT - SV - 04*

The NWROF vehicle lift needs reconditioning to keep up with vehicle maintenance. The lift is needed to perform truck exchanges as well as repair underneath vehicles.



CENTRAL RAIL OPERATIONS FACILITY - OVERHEAD CRANE REHAB/REPLACEMENT LRT - SV - 05*

Replace the Gaffey 15-ton shop crane at the CROF. Truck movement will be available for repair and maintenance with this crane replacement.



NON-REVENUE VEHICLES PURCHASE FOR RAIL FIELD SUPERVISORS LRT - SV - 06*

Crew cab pickup trucks to support rail field supervisors.



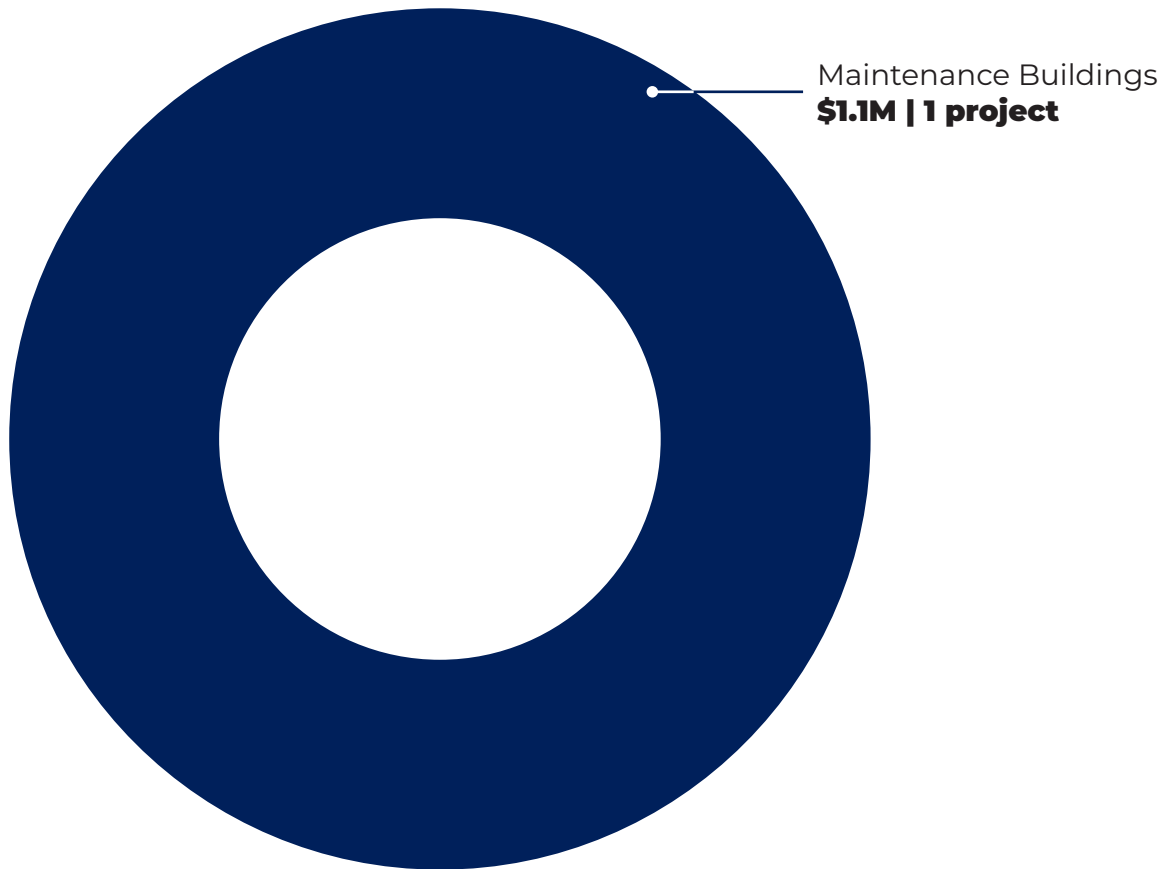
DART Northwest Rail Operations Facility

PARATRANSIT

TOTAL INVESTMENT
\$1.1M

Paratransit projects include maintenance of DART's paratransit operations facility. DART's paratransit program provides door-to-door service for people with disabilities who are unable to use DART's fixed route buses or trains. The shared-ride service operates with a combination of DART vehicles and contracted vehicles to serve approximately 11,500 certified riders.

PARATRANSIT INVESTMENTS BY CATEGORY FY 2024-FY 2028



MAINTENANCE BUILDINGS

Maintenance building investments include maintenance at DART’s paratransit operations facility, which supports planning and scheduling of paratransit services across the DART service area. This includes dispatching DART’s 77 larger vehicles and approximately 116 non-DART vans.

1
Project

\$1.1M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
PARA - MB - 01	State of Good Repair Reserve - Paratransit Operations Facility (Senate St.)	■	■	■		■	\$1,147	\$4,484
Total							\$1,147	\$4,484

NOTE: Project cash flow details are included in the Appendix.

DART STRATEGIC PRIORITIES: Customer Focus Stewardship Innovation Excellence Leadership

STATE OF GOOD REPAIR RESERVE - PARATRANSIT OPERATIONS FACILITY (SENATE ST.) PARA - MB - 01
SGR reserves for paratransit operations facility (Senate St.) maintenance.



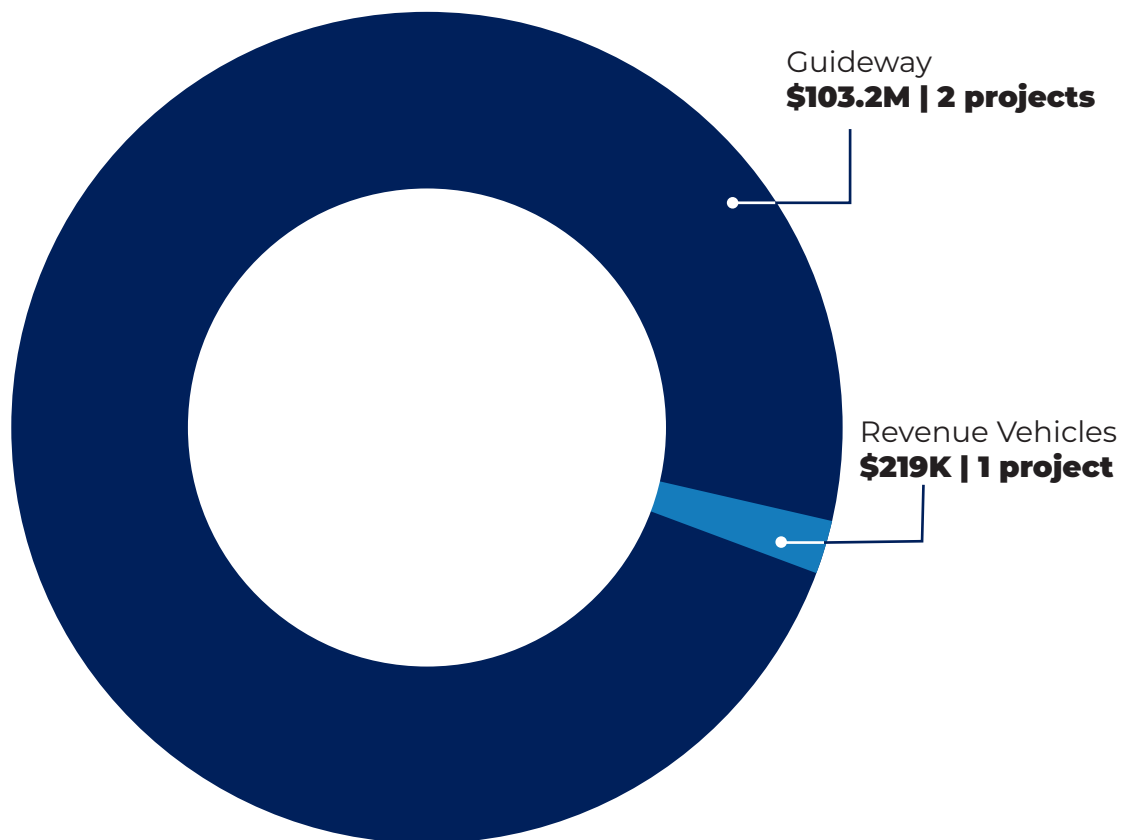
DART Paratransit Vehicle

STREETCAR

TOTAL INVESTMENT
\$103.4M

Dallas Streetcar projects include extension of the existing streetcar and system maintenance. The City of Dallas owns the Streetcar, a 2.4-mile system with six stations between Union Station and the Bishop Arts District, which DART operates and maintains under contract with the City.

STREETCAR INVESTMENTS BY CATEGORY FY 2024-FY 2028



GUIDEWAY

Guideway investments include the Dallas Streetcar Central Link, which will connect from the Union Station/Omni Hotel area through the central core of Downtown Dallas, linking to the M-Line trolley near Uptown and Klyde Warren Park.

2
Projects

\$103.2M

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
SC - GW - 01	Dallas Central Streetcar Link	■	■	■	■	■	\$96,194	\$96,194
SC - GW - 02	Northern Streetcar Extension	■	■				\$7,000	\$7,000
Total							\$103,194	\$103,194

NOTES: Project descriptions on the following pages are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.

POTENTIAL IIJA GRANT OPPORTUNITIES

- FTA Capital Investment Grant Program (Small Starts)
- USDOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program
- Reconnecting Communities Pilot Program
- Reconnecting Communities & Neighborhood Access and Equity Grant Program

DART STRATEGIC PRIORITIES:  Customer Focus  Stewardship  Innovation  Excellence  Leadership

DALLAS CENTRAL STREETCAR LINK SC - GW - 01

Extend the existing streetcar line from the Union Station/Omni Hotel area through the central core of Downtown Dallas to connect with the M-Line trolley near Uptown and Klyde Warren Park. The project will promote linkages with DART bus and rail, connect downtown districts, and promote economic development.



NORTHERN STREETCAR EXTENSION SC - GW - 02

Extend the Union Station to Oak Cliff Streetcar Project north approximately 0.67 miles to near the Dallas Omni Hotel.



REVENUE VEHICLES

Revenue vehicle investments include SGR funds to maintain the four vehicles used to operate the Dallas Streetcar.

1
Project

\$219K

CIP #	Project Name	2024	2025	2026	2027	2028	5-Year Total (000s)	20-Year Total (000s)
SC - RV - 01	State of Good Repair Reserve - Vehicle Maintenance Program	■		■			\$219	\$1,789
	Total						\$219	\$1,789

NOTES: Project descriptions are only provided for projects with a five-year total of \$250,000 or more. Project cash flow details are included in the Appendix.



DART Streetcar

PROJECT CASH FLOW DETAILS

AGENCY-WIDE

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
AW - AB - 01	ACEA00122	DART Multi-Use Northwest Substation at Walnut Hill/Denton Facility	\$17,736	\$7,726	\$0	\$0	\$0	\$25,462	\$25,462	\$29,034	
AW - AB - 02	SGR	State of Good Repair Reserve - Administration	7,122	2,185	2,251	2,319	2,388	16,265	62,014	0	
AW - AB - 03	New	DART Headquarters Design - 1401 Pacific Ave.	1,000	6,000	5,000	0	0	12,000	12,000	12,000	
AW - AB - 04	SGR	State of Good Repair Reserve - Administration Headquarters	0	1,353	820	1,069	272	3,514	19,728	0	
AW - AB - 05	ACRA08001	DART Police Facility	2,600	0	0	0	0	2,600	2,600	31,498	
AW - AB - 06	New	Replace Chiller and Base System at Headquarters	1,746	0	0	0	0	1,746	1,746	1,746	
AW - AB - 07	Approved	Headquarters Roof Repair/Replacement	1,000	0	0	0	0	1,000	1,000	1,000	
AW - AB - 08	Approved	Headquarters 2nd Floor Escalator	790	0	0	0	0	790	790	790	
AW - AB - 09	ACRA14001	Carpet Replacement - DART Headquarters Building	750	0	0	0	0	750	750	750	
AW - AB - 10	ACRA10001	Escalator Replacement - DART Headquarters Building	710	0	0	0	0	710	710	710	
AW - AB - 11	SGR	State of Good Repair Reserve - Admin Police Headquarters	0	239	109	0	99	447	2,681	0	
AW - AB - 12	ACMA00122	Headquarters Chiller 2 Compressor Rebuild	240	0	0	0	0	240	240	240	
AW - AB - 13	Approved	Headquarters Walls Repair and Paint	225	0	0	0	0	225	225	225	
AW - AB - 14	Approved	Headquarters Small Cooling Towers Replacement	175	0	0	0	0	175	175	175	
AW - AB - 15	Approved	Headquarters - Replace 150 KW Generator	145	0	0	0	0	145	145	145	
AW - AB - 16	Approved	Headquarters Water Distribution System Replacement	135	0	0	0	0	135	135	135	
AW - AB - 17	Approved	Headquarters - Replace 60 KW Generator	130	0	0	0	0	130	130	130	
AW - AB - 18	New	Agency Access Control System	80	20	0	0	0	101	101	101	
AW - CIS - 01	New	Agency CCTV Upgrade	2,358	19,642	7,000	0	0	29,000	29,000	29,000	
AW - CIS - 02	ACRC00322	P25 Radio System Upgrade	1,000	10,000	11,500	3,500	500	26,500	26,500	29,755	
AW - CIS - 03	SGR	State of Good Repair Reserve - Application Technology	0	6,236	8,414	0	1,367	16,017	182,431	0	
AW - CIS - 04	SGR	State of Good Repair Reserve - Infrastructure Technology	0	0	0	7,531	6,515	14,046	90,828	0	
AW - CIS - 05	SGR	State of Good Repair Reserve - Finance	0	12,368	0	0	0	12,368	65,742	0	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
AW - CIS - 06	ACRC05017	Consolidated Dispatch Facility	3,000	5,000	4,010	0	0	12,010	12,010	18,991	
AW - CIS - 07	ANRC00123	Customer Relationship Management Implementation	3,728	3,000	822	0	0	7,550	7,550	7,550	
AW - CIS - 08	ACRC00223	Video Management Systems	6,000	0	0	0	0	6,000	6,000	6,100	59%
AW - CIS - 09	New	Time and Attendance System Replacement	1,175	2,813	1,175	0	0	5,162	5,162	5,162	
AW - CIS - 10	New	Upgrade Bus and Rail Vehicle Gateways	591	2,338	1,711	0	0	4,640	4,640	4,640	
AW - CIS - 11	ACRC00220	LAWSON Enterprise Resource Planning Replacement	2,573	1,785	0	0	0	4,358	4,358	11,614	
AW - CIS - 12	SGR	State of Good Repair Reserve - Communications	0	3,183	33	158	16	3,389	11,597	0	
AW - CIS - 13	ACRO00121	Desktop and Laptop Replacement	1,376	1,376	376	0	0	3,128	3,128	3,880	
AW - CIS - 14	ACOC00120	Big Data Real Time Prediction and Run Time App	500	500	500	500	500	2,500	2,800	3,750	
AW - CIS - 15	ACRC00123	Enterprise Database Systems - Oracle Database Appliance Replacement Project	2,705	300	0	0	0	3,005	3,005	3,755	
AW - CIS - 16	New	InfoStation Modernization	562	749	689	0	0	2,000	2,000	2,000	
AW - CIS - 17	ACMC00122	Infrastructure Capital Maintenance and State of Good Repair	500	500	500	500	0	2,000	2,000	2,575	
AW - CIS - 18	ACRC14001	Enterprise Asset Management System	1,000	1,000	0	0	0	2,000	2,000	15,217	
AW - CIS - 19	ACMO00121	FY21 Mobility as a Service Enhancements - GoPass Supporting Technology	600	600	389	0	0	1,589	1,589	1,809	
AW - CIS - 20	SGR	State of Good Repair Reserve - Intelligent Transportation Systems	0	0	0	0	1,588	1,588	9,272	0	
AW - CIS - 21	ACOO00222	DART Access Enhancements	722	722	64	0	0	1,508	1,508	2,230	
AW - CIS - 22	New	Agency Conference Rooms and Digital Signage Upgrade	1,122	361	0	0	0	1,483	1,483	1,483	
AW - CIS - 23	ACRC00121	Voice Over IP Upgrade	1,474	0	0	0	0	1,474	1,474	2,500	
AW - CIS - 24	SGR	State of Good Repair Reserve - DART Police	0	529	134	0	753	1,417	8,052	0	
AW - CIS - 25	ACMF00121	FY21 GoPass App Enhancements	450	450	411	0	0	1,311	1,311	1,414	
AW - CIS - 26	Approved	Network Upgrade - Data Center	1,000	0	0	0	0	1,000	1,000	1,000	
AW - CIS - 27	ANEC00123	Kiosk Alerts and Real-time Information	375	375	0	0	0	750	750	750	
AW - CIS - 28	ACRC00422	Data Warehouse Expansion	475	275	0	0	0	750	750	750	
AW - CIS - 29	ACMO00122	FY22 Mobility as a Service Enhancements - GoPass Supporting Technology	200	200	340	0	0	740	740	994	
AW - CIS - 30	LCRA00123	INIT Vehicle Business System Servers Virtualization	640	0	0	0	0	640	640	880	
AW - CIS - 31	ACRO00123	Police In-Car Camera	600	0	0	0	0	600	600	600	
AW - CIS - 32	ACRO00323	Body Worn Camera	140	140	140	140	0	560	560	700	
AW - CIS - 33	ACRO00423	Tasers for Police	140	140	140	140	0	560	560	700	
AW - CIS - 34	New	IBM Products and Compliance Tools with Services	222	222	56	0	0	500	500	500	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
AW - CIS - 35	ACEC00423	Real Time Reporting	900	0	0	0	0	900	900	900	
AW - CIS - 36	ACMC00222	Wireless Network Upgrade for the Agency	500	0	0	0	0	500	500	1,066	
AW - CIS - 37	ACEC00421	Enterprise Project Management Improvements	500	0	0	0	0	500	500	1,000	
AW - CIS - 38	ACEC00223	Enterprise Integration of Events, Points of Interest, and Offers	225	225	0	0	0	450	450	450	
AW - CIS - 39	SGR	State of Good Repair Reserve - Marketing	0	39	98	147	147	432	3,225	0	
AW - CIS - 40	ACRC07016	Network Upgrade for the Agency	400	0	0	0	0	400	400	4,353	
AW - CIS - 41	ACRA00123	Rugged Tablets	391	0	0	0	0	391	391	391	
AW - CIS - 42	ANEC00323	Predictive Journey-Based Alerts	150	150	0	0	0	300	300	300	
AW - CIS - 43	ACRC00222	Enterprise Document Management State of Good Repair	300	0	0	0	0	300	300	1,100	
AW - CIS - 44	ANEC00223	Enterprise External Services Provider Implementation	125	125	0	0	0	250	250	250	
AW - CIS - 45	ACRO00221	Enterprise Monitoring Tools	250	0	0	0	0	250	250	250	
AW - CIS - 46	New	Advanced Enterprise Data Warehouse & Predictive Analytics Market Study & POCs	196	49	0	0	0	245	245	245	
AW - CIS - 47	New	BI Technologies Market Study and POCs	184	46	0	0	0	230	230	230	
AW - CIS - 48	ACOO00123	IDEAstudio Pilots	100	100	0	0	0	200	200	200	
AW - CIS - 49	ACOC00123	National Transit Database Automation	195	0	0	0	0	195	195	650	
AW - CIS - 50	ACEC00123	Customer Service Chat Tools	82	82	0	0	0	164	164	164	
AW - CIS - 51	New	Integration of Cognos Analytics On Cloud with Planning Analytics	120	30	0	0	0	150	150	150	
AW - CIS - 52	ACRO00223	Mobile Data Computers - Police	150	0	0	0	0	150	150	618	
AW - CIS - 53	Approved	Firewall Lifecycle Replacement	129	0	0	0	0	129	129	129	
AW - CIS - 54	Approved	Where's My Bus – SMS Real Time Information	128	0	0	0	0	128	128	128	
AW - CIS - 55	ACRC00522	Wireless Security Mobile Tower	100	0	0	0	0	100	100	100	
AW - CIS - 56	LCOC00123	Transit Signal Priority Improvements	71	0	0	0	0	71	71	250	
AW - CIS - 57	New	Cybersecurity Awareness Training Platform	60	0	0	0	0	60	60	60	
AW - CIS - 58	ACMC00121	BI Enterprise Applications	30	30	0	0	0	60	60	560	
AW - CIS - 59	ACOO00122	Innovation Platform Development	50	0	0	0	0	50	50	100	
AW - MB - 01	ANMO01019	Energy Savings Performance Contract	4,000	0	0	0	0	4,000	4,000	9,500	
AW - MB - 02	NCOO00123	State of Good Repair Asset Condition Assessment	3,000	0	0	0	0	3,000	3,000	6,185	
AW - MB - 03	LCEO00123	Vertical Lift Modules	1,500	0	0	0	0	1,500	1,500	1,500	
AW - MB - 04	ACRM00122	Generator Modification at Bus Facilities	792	0	0	0	0	792	792	2,376	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
AW - MB - 05	SGR	State of Good Repair Reserve - Oak Cliff NRV Facility	0	127	137	158	122	543	4,183	0	
AW - MB - 06	SGR	State of Good Repair Reserve - Material Management Facility	0	0	0	33,768	0	33,768	5,047	0	
AW - OT - 01	New	Transit-Oriented Development and Economic Development	524	0	0	0	0	524	524	524	
AW - PS - 01	ANOO00423	Transit Security Officers	9,000	8,500	0	0	0	17,500	17,500	18,000	
AW - PS - 02	ACMP02018	Safety and Security Improvements at Downtown Dallas	1,942	0	0	0	0	1,942	1,942	4,442	100%
AW - PS - 03	New	Carrollton Depot Adaptive Reuse	200	500	800	0	0	1,500	1,500	1,500	
AW - PS - 04	ACMP01018	Safety and Security Improvements at Outlying Light Rail Stations/Transit Center	1,542	0	0	0	0	1,542	1,542	3,542	
AW - PS - 06	ACRP00123	Tamperproof Trash Cans & Anti-Vandalism Treatment	133	133	0	0	0	266	266	350	
AW - PS - 07	Approved	SkyWatch Units	250	0	0	0	0	250	250	250	
AW - SV - 01	SGR	State of Good Repair Reserve - Non-Revenue Vehicle/Equipment Replacement	0	3,684	2,194	4,373	3,300	13,552	76,534	0	
AW - SV - 02	New	FY 2024 - Non-Revenue Vehicle Replacements	3,666	2,739	0	0	0	6,405	6,405	6,405	
AW - SV - 03	BCRN00123	FY 2023 - Non-Revenue Vehicle Replacements	3,096	0	0	0	0	3,096	3,096	3,894	
AW - SV - 04	ACRN00122	FY 2022 - Non-Revenue Vehicle Service Vehicle Replacements	1,000	0	0	0	0	1,000	1,000	1,339	
AW - SV - 05	ACEN00120	Police Patrol Vehicles (15 New Vehicles)	700	0	0	0	0	700	700	838	
AW - SV - 06	SGR	State of Good Repair Reserve - Police Motorcycles	0	0	0	279	286	564	2,752	0	
AW - SV - 07	NCRN00123	Motorcycle Replacement - Police	320	0	0	0	0	320	320	320	
		Grand Total²	\$106,812	\$108,888	\$49,812	\$20,847	\$17,853	\$304,212	\$764,422	\$313,586	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
BU - AB - 01	Approved	Transit Operations Academy Relocation	\$329	\$768	\$0	\$0	\$0	\$1,096	\$1,096	\$1,096	
BU - AB - 02	BCRM00221	East Dallas Parking Garage Lighting and Safety Improvements	230	0	0	0	0	230	230	230	
BU - CIS - 01	Approved	Digital Signage at Bus Stops	5,436	5,436	5,436	5,436	5,436	27,179	27,179	27,179	
BU - CIS - 02	BCRR00122	Bus Onboard Passenger Information System	4,005	4,005	3,000	900	0	11,910	11,910	12,015	
BU - CIS - 03	BCRC01018	Transit Signal Priority	580	1,000	800	0	0	2,380	2,380	2,900	
BU - CIS - 04	New	Comm TransitMaster Integrated Vehicle Logic Unite Upgrade	406	69	0	0	0	475	475	475	
BU - CIS - 05	Approved	Northwest Camera System Upgrade	36	0	0	0	0	36	36	36	
BU - CIS - 06	SGR	State of Good Repair Reserves for Intelligent Transportation Systems	0	0	0	0	0	0	111,764	0	
BU - FRCE - 01	SGR	State of Good Repair Reserves for Farebox Replacement	0	0	0	14,836	0	14,836	35,989	0	
BU - GW - 01	SGR	Bus Corridor Improvements	0	12,748	12,748	12,748	0	38,245	38,245	0	
BU - GW - 02	BCPB06001	Bus Rapid Transit Elm and Commerce Bus Lanes Reconstruction	1,000	0	0	0	0	1,000	1,000	1,250	
BU - MB - 01	New	Bus Facilities Perimeter Fencing	1,692	6,000	0	0	0	7,692	7,692	7,692	
BU - MB - 02	SGR	State of Good Repair Reserves for South Oak Cliff Bus Operations Facility	0	690	4,551	79	46	5,366	17,480	0	
BU - MB - 03	BCMM11018	Bus Lifts Replacement - 4127 Elm St.	1,500	1,500	1,500	0	0	4,500	4,500	6,000	
BU - MB - 04	SGR	State of Good Repair Reserves for East Dallas Bus Operations Facility	0	1,170	1,331	483	1,116	4,102	23,383	0	
BU - MB - 05	SGR	State of Good Repair Reserves for Northwest Bus Operations Facility	0	350	46	0	3,028	3,424	10,040	0	
BU - MB - 06	ANMO00123	East Dallas Parking Garage	2,384	0	0	0	0	2,384	2,384	3,443	
BU - MB - 07	Approved	Security Gates for Various Bus Facilities	1,763	600	0	0	0	2,363	2,363	2,363	
BU - MB - 08	New	East Dallas Roof Replacement - 4127 Elm St.	1,291	1,000	0	0	0	2,291	2,291	2,291	
BU - MB - 09	New	East Dallas Roof Replacement - 4209 Main St.	1,000	959	0	0	0	1,959	1,959	1,959	
BU - MB - 10	New	Replace HVAC Units - Bus Facilities and Pioneer	1,000	926	0	0	0	1,926	1,926	1,926	
BU - MB - 11	ACOM00123	Security Enhancements at Entries to Bus Operating Facilities	1,427	361	0	0	0	1,788	1,788	2,843	
BU - MB - 12	New	South Oak Cliff Bus Operations Facility Bus Wash Repower	500	500	0	0	0	1,000	1,000	1,000	
BU - MB - 13	New	Compressed Natural Gas Fueling Dispensers Replacement	268	457	0	0	0	725	725	725	
BU - MB - 14	New	South Oak Cliff and Northwest Bus - Liquefied Natural Gas - Underground Storage Tanks Decommissioning	173	343	0	0	0	516	516	516	
BU - MB - 15	BCRM00421	Heater Replacement - 4127 Elm St.	385	0	0	0	0	385	385	1,285	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
BU - MB - 16	BCMO00122	East Dallas Bus Canopy Repainting	374	0	0	0	0	374	374	374	
BU - MB - 17	BCMA00123	South Oak Cliff Bus Operations Facility Exterior Painting	331	0	0	0	0	331	331	331	
BU - MB - 18	New	South Oak Cliff Bus Operations Facility Bus Lift Repower	300	0	0	0	0	300	300	300	
BU - MB - 19	BCRM00122	50 ft. Truck Rack Frame Pulling Machine	300	0	0	0	0	300	300	300	
BU - MB - 20	New	East Dallas Jib Crane Replacement - 4209 Main St.	292	0	0	0	0	292	292	292	
BU - MB - 21	New	South Oak Cliff Bus Operations Facility Concrete Replacement	210	0	0	0	0	210	210	210	
BU - MB - 22	New	South Oak Cliff Bus Operations Facility Steam Bay Bus Lift Replacement	123	0	0	0	0	123	123	123	
BU - MB - 23	New	Northwest Bus Operations Facility - Replace Rooftop Exhaust Fans	90	0	0	0	0	90	90	90	
BU - MB - 24	New	Bus Facilities - Install Vibration Detection	78	0	0	0	0	78	78	78	
BU - MB - 25	New	South Oak Cliff Bus Operations Facility Screening Wall	50	0	0	0	0	50	50	50	
BU - MB - 26	BCRA00122	Elevator Refurbishment - 201 Peak St.	50	0	0	0	0	50	50	77	
BU - MB - 27	New	Northwest Bus Operations Facility - Replace Electrical Room HVAC	22	0	0	0	0	22	22	22	
BU - PS - 01	BCEO00123	Amenity Replacement and Expansion	9,800	9,800	9,800	9,800	9,800	48,999	48,999	49,499	10%
BU - PS - 02	SGR	State of Good Repair Reserves for Passenger Amenities - Bus	0	1,650	1,989	225	232	4,095	36,405	0	
BU - PS - 03	BCRP01018	On-Street Passenger Facilities	1,008	1,008	1,008	1,000	0	4,024	4,024	7,199	
BU - PS - 04	BNMP00123	PA Bus Shelter Cleaning Zones	924	922	922	381	0	3,150	3,150	3,918	
BU - PS - 05	BCOO00121	Passenger Facilities - ADA Access Improvements	500	0	0	0	0	500	500	1,845	
BU - PS - 06	BNMO00123	PA Contract Inspectors	323	81	0	0	0	404	404	672	
BU - PS - 07	BCMP00321	PA Bus Transit Center Rehab (State of Good Repair) Downtown Garland	275	0	0	0	0	275	275	400	
BU - PS - 08	BCRO00123	PA - Bus Shelter Purchase	150	0	0	0	0	150	150	300	
BU - PS - 09	BCEP00123	Phase 1 Parking Improvements for Transit-Oriented Development	39	39	0	0	0	79	79	100	
BU - RV - 01	SGR	State of Good Repair Reserves for Bus Replacement	0	150,894	150,894	72,592	52,927	427,308	1,071,834	0	
BU - RV - 02	SGR	State of Good Repair Reserves for On-Demand Vans	0	0	0	9,390	4,637	14,027	70,994	0	
BU - RV - 03	BCRR00322	35 ft. Long-Range Buses	5,180	5,180	1,310	0	0	11,669	11,669	11,669	
BU - RV - 04	New	Bus Fleets 43 and 46 Powertrain Rebuilds/Overhauls	3,480	3,480	0	0	0	6,960	6,960	6,960	
BU - RV - 05	Approved	Automated Bus Consortium Procurement - Phase 2B	132	0	0	0	0	132	132	132	
BU - RV - 06	SGR	State of Good Repair Reserves for Bus Capital Maintenance Program	0	0	0	0	0	0	56,964	0	
BU - SV - 01	BCON00123	PA - Non-Revenue Vehicles	266	114	0	0	0	380	380	380	
		Grand Total²	\$49,702	\$212,049	\$195,335	\$127,871	\$77,222	\$662,180	\$1,623,874	\$162,545	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

COMMUTER RAIL

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
CR - CIS - 01	SGR	State of Good Repair Reserves for Intelligent Transportation Systems	\$0	\$2,652	\$0	\$0	\$0	\$2,652	\$6,217	\$0	
CR - CIS - 02	SGR	State of Good Repair Reserves for Positive Train Control Refurbish/Replacement	0	1,483	0	0	713	2,196	44,303	0	
CR - CIS - 03	CCMR00120	Upgrade Existing DADs 1191 System	481	0	0	0	0	481	481	1,207	
CR - CIS - 04	New	HD Link Replacement Fiber - Irving Heights/Nursery	479	0	0	0	0	479	479	479	50%
CR - CIS - 05	CCEP00120	CB (Silver Line) - Silver Line Kiosks	60	7	0	0	0	67	67	686	
CR - GW - 01	CCEG00120	CB (Silver Line) Design Build - CB 1, CB 2, CB 3	408,562	276,763	31,281	0	0	716,606	716,606	1,280,594	96%
CR - GW - 02	Approved	Regional Cotton Belt Trail	52,558	81,551	6,034	0	0	140,142	140,142	140,142	85%
CR - GW - 03	CCEG01017	CB (Silver Line) - Cotton Belt Rail Line	81,969	29,360	2,586	0	0	113,915	113,915	204,867	4%
CR - GW - 04	SGR	State of Good Repair Reserves for DFW ROW and Signals Maintenance	0	20,815	14,432	6,610	11,263	53,119	211,281	0	50%
CR - GW - 05	SGR	State of Good Repair Reserves for Madill Bridges Replacement	0	16,137	17,495	0	0	33,633	33,633	0	50%
CR - GW - 06	CCMG13001	Noble Branch Bridge	0	9,253	0	0	0	9,253	9,253	10,747	100%
CR - GW - 07	CCOG00123	Cotton Belt Regional Trail - Phase 1 Construction	3,017	3,017	1,263	0	0	7,296	7,296	7,883	97%
CR - GW - 08	SGR	State of Good Repair Reserves for Madill Right of Way and Signals Maintenance	0	2,280	650	1,378	1,864	6,173	33,924	0	100%
CR - GW - 09	CCEG01820	CB (Silver Line) - Dallas Betterments	5,455	0	0	0	0	5,455	5,455	15,085	
CR - GW - 10	CCEG01920	CB (Silver Line) - Coppell Betterments	4,393	0	0	0	0	4,393	4,393	4,608	
CR - GW - 11	CCEG01320	CB (Silver Line) - Richardson Betterments Tax Increment Reinvestment Zone #2, 3	4,346	0	0	0	0	4,346	4,346	8,294	
CR - GW - 12	CCEG02220	CB (Silver Line) - Richardson Interlocal Agreement	3,592	32	0	0	0	3,624	3,624	26,757	
CR - GW - 13	CCER00120	Trinity Railway Express Wayside Power	1,200	1,200	0	0	0	2,400	2,400	2,400	78%
CR - GW - 14	CCEG01720	CB (Silver Line) - Carrollton Betterments	2,143	0	0	0	0	2,143	2,143	7,477	
CR - GW - 15	CNMG14005	M.P. 640.4 Inwood Bridge	701	701	0	0	0	1,401	1,401	1,620	
CR - GW - 16	CCMO00223	Madill Elm Fork Bridge M.P. 707.45 Repair	1,378	0	0	0	0	1,378	1,378	1,378	
CR - GW - 17	New	Trinity Railway Express Tie Gang Replacements	1,356	0	0	0	0	1,356	1,356	1,356	50%
CR - GW - 18	CCEO00123	CB (Silver Line) - Carrollton Heights Interlocal Agreement	1,117	0	0	0	0	1,117	1,117	1,734	
CR - GW - 19	CCMG00122	Riverside and Beach Street Crossing Improvements	1,005	0	0	0	0	1,005	1,005	1,005	
CR - GW - 20	NCMO00123	Fencing for Trinity Railway Express/DFW Subdivision in Dallas County	1,005	0	0	0	0	1,005	1,005	1,005	
CR - GW - 21	LCEP00120	CB (Silver Line) - 3 Plano Interlocal Agreement - Light Rail Transit Station Tax Increment Financing #2	579	0	0	0	0	579	579	2,300	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
CR - GW - 22	New	Bungalow Replacement, Perkins @ M.P. 640.80	577	0	0	0	0	577	577	577	50%
CR - GW - 23	CCEG00520	CB (Silver Line) - Plano Interlocal Agreement	563	0	0	0	0	563	563	10,000	
CR - GW - 24	CCEG00121	Inwood and Knights Branch Design for Double Track	539	0	0	0	0	539	539	770	
CR - GW - 25	CCEG01020	CB (Silver Line) - Plano Betterments Tax Increment Financing #2, #3	525	0	0	0	0	525	525	1,741	
CR - GW - 26	CCEG01620	CB (Silver Line) - Addison Betterments	512	0	0	0	0	512	512	512	
CR - GW - 27	CCMG00222	Haltom Road Crossing Improvement	405	0	0	0	0	405	405	405	
CR - GW - 28	New	TRE Turnout #15 at N. Jct. 1A at M.P. 643.87	224	41	0	0	0	265	265	265	100%
CR - GW - 29	CCEG02020	CB (Silver Line) - Coppell Interlocal Agreement	47	186	0	0	0	233	233	893	
CR - GW - 30	New	TRE Replace Ties & RH 39'0" Point and Stock Rail, #24 Turnout at E. Tarrant @ M.P. 627.56	231	0	0	0	0	231	231	231	50%
CR - GW - 31	New	Bridge Panel, High Line/Victory Dr. Main 1 @ M.P. 643.0	186	0	0	0	0	186	186	186	50%
CR - GW - 32	New	Bridge Panel, High Line/Victory Dr. Main 2 @ M.P. 643.0	186	0	0	0	0	186	186	186	50%
CR - GW - 33	New	Trinity Railway Express DFW Rail Replacement at Lancaster Curve M.P. 610.84	138	0	0	0	0	138	138	138	50%
CR - GW - 34	CCEG00122	CB (Silver Line) - Carrollton Interlocal Agreement	125	0	0	0	0	125	125	1,273	
CR - GW - 35	CNMG00423	Bridge Panel Replacement @ Turtle Creek Main 2 - M.P. 642.6	100	0	0	0	0	100	100	333	50%
CR - GW - 36	New	Trinity Railway Express Turnout Switch #11 @ WC Junction Main to West Leg of Wye @ M.P. 634.46	93	0	0	0	0	93	93	93	50%
CR - GW - 37	New	Trinity Railway Express Turnout #11 Switch @ WC Junction Main @ M.P. 634.57	93	0	0	0	0	93	93	93	
CR - MB - 01	CCEM01019	CB (Silver Line) - Maintenance Facility - Equipment Maintenance Facility/ Operations Maintenance Facility	21,842	8,302	6,714	0	0	36,859	36,859	600	50%
CR - MB - 02	SGR	State of Good Repair Reserves for CB (Silver Line) Preventive Maintenance	0	716	0	106	8,845	9,668	88,137	0	
CR - MB - 03	New	Relocate Irving Yard to Lumber Yard/Install Track	2,684	2,684	0	0	0	5,368	5,368	5,368	
CR - MB - 04	New	Trinity Railway Express Equipment Maintenance Facility Additional Warehouse Space	1,250	1,250	0	0	0	2,500	2,500	2,500	50%
CR - MB - 05	New	Trinity Railway Express Replace Fire Alarm System	401	703	396	0	0	1,500	1,500	1,500	50%
CR - MB - 06	SGR	State of Good Repair Reserves for Facility Maintenance	0	96	562	11	411	1,079	12,433	0	
CR - MB - 07	Approved	Upgrade/Replace Fuel System	600	0	0	0	0	600	600	600	
CR - MB - 08	CCEM00123	Trinity Railway Express Equipment Maintenance Facility Comm Room	140	35	0	0	0	175	175	245	
CR - MB - 09	Approved	Upgrade Equipment Maintenance Facility Electrical Wiring	150	0	0	0	0	150	150	150	
CR - PS - 01	SGR	State of Good Repair Reserves for Trinity Railway Express Passenger Amenities	0	80	0	0	0	80	548	0	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
CR - RV - 01	Approved	Trinity Railway Express Vehicle Replacement	0	29,514	29,514	88,543	88,543	236,114	295,142	295,142	50%
CR - RV - 02	SGR	State of Good Repair Reserves for Vehicle Overhaul	0	4,381	4,554	7,272	5,323	21,530	36,563	0	
CR - RV - 03	CCER01019	CB (Silver Line) - Vehicles	11,116	0	0	0	0	11,116	11,116	150	
CR - RV - 04	CCMV01017	Bi-Level & Cab Car Overhauls	3,068	3,068	3,000	1,064	0	10,200	10,200	18,303	50%
CR - RV - 05	New	Trinity Railway Express Bi Level Overhaul Coach 1051 & 1055	846	1,463	1,463	729	0	4,500	4,500	4,500	
CR - RV - 06	New	Trinity Railway Express Coach-to-Cab Conversion	444	778	778	0	0	2,000	2,000	2,000	50%
CR - RV - 07	New	Trinity Railway Express Purchase F40 Capital Spares	283	492	125	0	0	900	900	900	50%
CR - RV - 08	New	Trinity Railway Express Fleet Painting of Remaining Six Vehicles	108	189	189	44	0	530	530	530	50%
CR - RV - 09	CCER00920	CB (Silver Line) - Vehicles - Spare Parts	429	0	0	0	0	429	429	4,000	
CR - RV - 10	CCRV01015	Locomotive Purchase	0	280	0	0	0	280	280	5,750	90%
CR - RV - 11	CNMR00120	Fleet Assessment	30	0	0	0	0	30	30	500	
		Grand Total²	\$623,332	\$499,509	\$121,036	\$105,757	\$116,960	\$1,466,594	\$1,862,531	\$2,082,057	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

LIGHT RAIL TRANSIT

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
LRT - CIS - 01	LCRC00122	Passenger Information Display System Upgrade	\$4,240	\$4,240	\$4,240	\$0	\$0	\$12,720	\$12,720	\$15,900	50%
LRT - CIS - 02	LCEC00122	Fiber Optic Upgrade	1,700	1,600	400	0	0	3,700	3,700	5,050	
LRT - CIS - 03	LCMC00120	SCADA Control System Upgrade	3,000	0	0	0	0	3,000	3,000	8,000	
LRT - CIS - 04	SGR	State of Good Repair Reserve - Intelligent Transportation Systems	0	2,122	0	563	0	2,685	16,972	0	
LRT - CIS - 05	LCRC00120	Signals CMGC - 3 LCP Computer Upgrade	2,487	0	0	0	0	2,487	2,487	2,987	
LRT - CIS - 06	SGR	State of Good Repair Reserve - Communications	0	159	0	0	632	791	60,598	0	
LRT - CIS - 07	SGR	State of Good Repair Reserve - Equipment Replacement - Police	0	0	307	0	0	307	721	0	
LRT - CIS - 08	LCEO00120	Radio Asset Lockers	30	0	0	0	0	30	30	60	
LRT - FRCE - 01	SGR	State of Good Repair Reserve - Ticket Vending Machines Model Replacement	0	5,375	5,536	5,702	4,816	21,430	60,130	0	79%
LRT - GW - 01	New	Unified Signal System - Design and Construction	101,484	101,484	101,484	101,484	101,484	507,421	710,389	710,389	
LRT - GW - 02	SGR	State of Good Repair Reserve - Uninterrupted Wayside Signal Power Systems	0	0	0	13,439	0	13,439	31,500	0	
LRT - GW - 03	SGR	State of Good Repair Reserve - Traction Electrification System	0	2,537	2,607	3,025	137	8,306	22,712	0	
LRT - GW - 04	New	Tunnel Vertical Stand Piping Replacement	1,581	2,364	1,000	0	0	4,945	4,945	4,945	
LRT - GW - 05	SGR	State of Good Repair Reserve - Right-of-Way and Track	0	2,158	0	0	1,135	3,293	42,144	0	
LRT - GW - 06	New	Victory Station Crossing Improvements and Trackwork	879	1,411	1,000	0	0	3,290	3,290	3,290	
LRT - GW - 07	LCRO00121	Traction Electrification System - Traction D/C Breaker Retrofit (SS)	750	750	750	646	0	2,896	2,896	3,646	
LRT - GW - 08	LCRG14002	Traction Electrification System - Starter System Traction Power Sub-Station Rectifier Replacement	725	725	725	678	0	2,853	2,853	7,000	
LRT - GW - 09	LCRO00222	Signals - Central Rail Operations Facility Yard Switch Replacement Project	1,618	0	0	0	0	1,618	1,618	2,368	
LRT - GW - 10	BCOO00123	Centralized Transit Signal Priority	400	400	400	400	0	1,600	1,600	1,865	
LRT - GW - 11	NNOO001023	Unified Signal Systems - Phase I Evaluation Study	1,307	0	0	0	0	1,307	1,307	2,615	
LRT - GW - 12	LCMO00123	Signal Section - Crossing Controller	620	620	0	0	0	1,239	1,239	1,600	
LRT - GW - 13	New	Signal Section - House and Case Painting	0	839	0	0	0	839	839	839	
LRT - GW - 14	New	Alcad Control Power Battery System P1 Traction Power Sub-Station	703	0	0	0	0	703	703	703	
LRT - GW - 15	SGR	State of Good Repair Reserve - Signals	0	265	367	0	0	632	10,210	0	
LRT - GW - 16	New	Downtown Capacity Planning	500	0	0	0	0	500	500	500	
LRT - GW - 17	New	Signal Section - Rowlett - CIH	0	360	0	0	0	360	360	360	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
LRT - GW - 18	New	Cityplace - Tunnel Bore Rehab	335	0	0	0	0	335	335	335	
LRT - GW - 19	New	Signal Section - Perry Case	0	275	0	0	0	275	275	275	
LRT - GW - 20	LNR00223	Hidden Ridge Train-to-Wayside Communication Express Cable Installation	83	0	0	0	0	83	83	278	
LRT - MB - 01	Approved	Weatherization	538	35,010	35,010	35,010	0	105,567	105,567	105,567	
LRT - MB - 02	LCRM00223	Central Rail Operations Facility and Northwest Rail Operation Facility Upgrades	2,700	10,100	9,825	9,825	0	32,450	32,450	32,750	
LRT - MB - 03	LCMR02018	Light Rail Transit HVAC Upgrade Project	4,000	0	0	0	0	4,000	4,000	10,255	
LRT - MB - 04	New	Water/Corrosion Control Testing and Repairs	531	531	531	531	531	2,656	2,656	2,656	
LRT - MB - 05	New	Northwest Rail Operation Facility, S&I and WSA Facilities Roof Replacement	1,000	1,500	0	0	0	2,500	2,500	2,500	
LRT - MB - 06	SGR	State of Good Repair Reserve - Central Rail Operations Facility	0	333	38	366	284	1,022	13,194	0	
LRT - MB - 07	New	Central Rail Operations Facility S&I Shop Ceiling Airflow Rooftop Units	618	0	0	0	0	618	618	618	
LRT - MB - 08	LCMM00123	Light Rail Transit WSA/Annex Building Roof Rehab	618	0	0	0	0	618	618	1,765	
LRT - MB - 09	SGR	State of Good Repair Reserve - Northwest Rail Operations Facility	0	74	131	146	203	555	5,934	0	
LRT - MB - 10	LCRP00223	PA Elevator Controller Upgrades	430	108	0	0	0	538	538	750	
LRT - MB - 11	SGR	State of Good Repair Reserve - Chilled Water System and HVAC	0	0	0	504	0	504	1,181	0	
LRT - MB - 12	Approved	Northwest Rail Operations Facility HVAC R-22 Units Replacement	450	0	0	0	0	450	450	450	
LRT - MB - 13	New	Central Rail Operations Facility Backup Generators	0	340	0	0	0	340	340	340	
LRT - MB - 14	New	Northwest Rail Operations Facility Wheel Truing Machine Control System Upgrade	311	0	0	0	0	311	311	311	
LRT - MB - 15	LCRP00323	PA Remote Monitor Upgrade	201	50	0	0	0	251	251	350	
LRT - MB - 16	New	Central Rail Operations Facility WSA Building HVAC Rehab	180	0	0	0	0	180	180	180	
LRT - MB - 17	New	Central Rail Operations Facility Fire Main Indicator Repair	120	0	0	0	0	120	120	120	
LRT - MB - 18	Approved	COMM Benchtop Service Monitor Replacement	102	0	0	0	0	102	102	102	
LRT - MB - 19	New	Traction Electrification System - Protective Relay Tester (P2)	61	0	0	0	0	61	61	61	
LRT - MB - 20	Approved	Cable Reel Stand	61	0	0	0	0	61	61	61	
LRT - MB - 21	LCRC00123	LMR Radio Test Set	57	0	0	0	0	57	57	57	
LRT - MB - 22	Approved	Central Rail Operations Facility/Northwest Rail Operation Facility Machine Shop Shear Replacement	40	0	0	0	0	40	40	40	
LRT - MB - 23	New	Replace Signal Generator	34	0	0	0	0	34	34	34	
LRT - MB - 24	SGR	State of Good Repair Reserve - Emergency Power Upgrade at Central Rail Operations Facility	0	0	0	0	0	0	724	0	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
LRT - PS - 01	LCEP00123	Red and Blue Lines Platform Level Boarding	9,590	57,542	67,132	57,542	0	191,806	191,806	192,306	
LRT - PS - 02	LCRP00123	Cityplace Escalator Replacement	0	10,837	16,256	0	0	27,093	27,093	27,093	
LRT - PS - 03	LCEP01015	Red and Blue Line Platform Extensions	19,000	0	0	0	0	19,000	19,000	128,745	
LRT - PS - 04	Approved	Loop 12 Station	200	5,100	5,700	1,000	0	12,000	12,000	12,000	
LRT - PS - 05	Approved	Mockingbird Escalator Rehab	0	4,200	2,800	0	0	7,000	7,000	7,000	
LRT - PS - 06	SGR	State of Good Repair Reserve - Light Rail Transit Passenger Amenities	0	1,369	1,464	1,694	893	5,419	87,789	0	50%
LRT - PS - 07	Approved	Cityplace Tunnel Fire Standpipes Replacement	500	2,000	0	0	0	2,500	2,500	2,500	
LRT - PS - 08	LCRO00322	Tunnel Fire Alarm System Replacement	1,000	0	0	0	0	1,000	1,000	2,200	
LRT - PS - 09	LNMP00123	PA Enhance Rail Station Cleaning	438	110	0	0	0	547	547	905	
LRT - PS - 10	LCMP00122	PA Systemwide Art Restorations - 5 Years	200	200	0	0	0	400	400	800	
LRT - PS - 11	Approved	Arapaho Platform and Transit Center Rehab	175	75	0	0	0	250	250	250	
LRT - PS - 12	Approved	South Garland Transit Center Rehab	200	0	0	0	0	200	200	200	
LRT - PS - 13	LNMP00223	Cityplace Ceramic Tile Replacement	200	0	0	0	0	200	200	200	
LRT - PS - 14	LCMP00123	Green Line Aluminum Windscreen Replacement	105	0	0	0	0	105	105	350	
LRT - PS - 15	LNMP00323	Park Lane Platform with Crew Room Rehab	86	0	0	0	0	86	86	285	
LRT - PS - 16	Approved	Kiest Platform Rehab	70	0	0	0	0	70	70	70	
LRT - PS - 17	Approved	Morell Platform Rehab	70	0	0	0	0	70	70	70	
LRT - PS - 18	Approved	VA Platform Rehab	70	0	0	0	0	70	70	70	
LRT - PS - 19	Approved	Baylor Station Rehab	70	0	0	0	0	70	70	70	
LRT - PS - 20	BCMM00223	Cityplace HVAC Chill Water Pipes Replacement	45	0	0	0	0	45	45	150	
LRT - RV - 01	LCRR00123	New Light Rail Transit Procurement	2,268	20,104	125,116	161,736	194,803	504,028	1,050,330	1,050,330	
LRT - RV - 02	SGR	State of Good Repair Reserve – Light Rail Transit Capital Maintenance Program	0	6,669	6,190	5,853	2,854	21,566	91,696	0	
LRT - RV - 03	LNMR01018	Light Rail Transit Capital Programs	1,800	2,200	1,100	0	0	5,100	5,100	18,304	
LRT - RV - 04	LCRR00122	Light Rail Transit Passenger Seat Retrofit	4,413	0	0	0	0	4,413	4,413	5,269	
LRT - RV - 05	LNRR00123	Light Rail Transit Digitrol Upgrade	1,200	1,600	700	0	0	3,500	3,500	3,500	
LRT - RV - 06	Approved	Light Rail Transit LED Destination Route Signs	2,903	100	0	0	0	3,003	3,003	3,003	
LRT - RV - 07	New	Pantograph Monitoring System	3,000	0	0	0	0	3,000	3,000	3,000	
LRT - RV - 08	LCER00122	Light Rail Transit Passenger Interior LED Monitors	957	886	0	0	0	1,843	1,843	2,799	
LRT - RV - 09	Approved	Light Rail Transit Pantograph Camera	1,500	0	0	0	0	1,500	1,500	1,500	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
LRT - RV - 10	LCMM00122	Track Stabilizer	1,500	0	0	0	0	1,500	1,500	1,500	
LRT - RV - 11	LCRN01018	TRK Plasser American Tamper Replacement #6019	900	0	0	0	0	900	900	2,400	
LRT - RV - 12	SGR	State of Good Repair Reserve - Anti-Graffiti Window Film for Light Rail Transit	0	0	0	504	0	504	1,181	0	
LRT - RV - 13	New	Northwest Rail Operations Facility Vehicle Wash Piping Replacement	400	0	0	0	0	400	400	400	
LRT - RV - 14	Approved	Light Rail Transit Automated Mileage Counter	245	0	0	0	0	245	245	245	
LRT - RV - 15	SGR	State of Good Repair Reserve – Light Rail Transit Replacement	0	0	0	0	0	0	1,047,209	0	
LRT - SV - 01	LCON00123	Brandt Truck/Railcar Mover	1,678	2,292	0	0	0	3,970	3,970	3,970	
LRT - SV - 02	LCMN00323	Traction Electrification System - Overhead Catenary Magic System and Wire Stringing Flatcar	2,984	0	0	0	0	2,984	2,984	5,340	
LRT - SV - 03	SGR	Hi-Rail Non-Revenue Vehicle Replacement	0	1,906	0	0	0	1,906	14,880	0	
LRT - SV - 04	New	Northwest Rail Operations Facility Vehicle Lift Reconditioning	515	0	0	0	0	515	515	515	
LRT - SV - 05	New	Central Rail Operations Facility - Overhead Crane Rehab/Replacement	309	0	0	0	0	309	309	309	
LRT - SV - 06	New	Non-Revenue Vehicles Purchase for Rail Field Supervisors	280	0	0	0	0	280	280	280	
LRT - SV - 07	LCON00523	Rail Training, CDL-A Training Vehicle and Trailer	100	0	0	0	0	100	100	100	
		Grand Total²	\$193,464	\$292,920	\$390,812	\$400,649	\$307,772	\$1,585,617	\$3,761,304	\$2,410,000	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

PARATRANSIT

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
PARA - MB - 01	SGR	State of Good Repair Reserve - Paratransit Operations Facility (Senate St.)	\$577	\$27	\$33	\$0	\$510	\$1,147	\$4,484	\$0	
		Grand Total²	\$577	\$27	\$33	\$0	\$510	\$1,147	\$4,484	\$0	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.

STREETCAR

CIP #	Activity ID ¹	Project Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Year Total (000s)	20-Year Total (000s)	Approved Budget	Grant/ External Funding
SC - GW - 01	SCEG01018	Dallas Central Streetcar Link	\$766	\$8,454	\$31,658	\$36,878	\$18,439	\$96,194	\$96,194	\$96,194	50%
SC - GW - 02	DDOC01014	Northern Streetcar Extension	3,500	3,500	0	0	0	7,000	7,000	7,873	100%
SC - RV - 01	SGR	State of Good Repair Reserve - Vehicle Maintenance Program	111	0	108	0	0	219	1,789	0	100%
Grand Total²			\$4,377	\$11,954	\$31,766	\$36,878	\$18,439	\$103,413	\$104,983	\$104,067	

NOTES

1. Activity ID definitions:

- Approved = Approved for FY 2023 or earlier, but not yet started
- New = New for FY 2024
- SGR = Reserved for future state of good repair projects
- If ID is listed, project is approved and active

2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts.



APPENDIX

APPENDIX

BUDGET & FINANCIAL PLAN DEVELOPMENT

Purpose

Chapter 452 of the Texas Transportation Code (DART's enabling legislation) requires the Board to approve an annual budget. We are also required to make the proposed annual budget available to the governing bodies of DART's service area cities at least 30 days prior to final budget adoption.

Process

The Board establishes strategic priorities and approves a set of financial standards that establish parameters for development of the budget. An agency target is established, maintained, and highlighted throughout this document.

The agency target is set based on projections from the approved 20-Year Financial Plan and other known factors or constraints (e.g., increases in health care, contract rates, or fuel costs). Based on direction from executive management, departments prepare detailed budgets for each of their cost centers. Department heads and Finance review these budgets and evaluate new proposed programs for effectiveness before presenting proposed changes to the responsible Executive Vice President, Chief Financial Officer, and President & Chief Executive Officer.

Finance then compiles the numbers and publishes the proposed annual budget and 20-Year Financial Plan in July for review by the Committee-of-the-Whole, followed by DART's service area cities in August. The Board performs additional reviews, as necessary, before approving the budget at the end of September.

FY 2024 Calendar

Date	Action
April 4	Committee-of-the-Whole (COTW) consideration of Financial Standards for the FY 2024 Annual Budget and 20-Year Financial Plan (FY 2024 Budget)
April 18	Board approval of Financial Standards for the FY 2024 Budget
June 16	Present preliminary FY 2024 financial outlook during Board workshop

Date	Action
July 11	Present President & CEO’s Proposed FY 2024 Budget to COTW
August 8	COTW consideration to distribute proposed FY 2024 Budget to service area cities for review
August 22	Board approval to distribute proposed FY 2024 Budget to service area cities for review
September 7	Briefing for service area city managers and finance directors
September 26	COTW and Board approval of FY 2024 Annual Budget
January 23, 2024	Board approval of FY 2024 20-Year Financial Plan

Approval & Amendments

Approval of the 20-Year Financial Plan requires an affirmative vote of two-thirds of the appointed and qualified members of the Board, while approval of the annual budget—the first year of the Plan—requires a simple majority vote. The Board approves these items by two separate resolutions before each new fiscal year, and approval of the financial plan is not required by state law.

Any major change to the 20-Year Financial Plan that occurs outside of the normal approval schedule requires a Financial Plan Amendment. A major change occurs when: 1) DART’s share of a new operating program or an increase to an existing operating program exceeds \$500,000 per year, or 2) DART’s share of a new capital program or the cumulative addition to an existing capital program exceeds \$1 million. These changes also require two-thirds approval by the Board.

RELATIONSHIP TO OTHER PLANS

Service Plan

The Service Plan is required by Chapter 452 and describes, in legal terms, where DART’s facilities and rail alignments are physically located.

2045 Transit System Plan

DART’s Transit System Plan (TSP) is a long-range planning tool that identifies and prioritizes major capital projects to improve regional mobility. The TSP is closely coordinated with development of the North Central Texas Council of Governments’ Metropolitan Transportation Plan and undergoes a major revision every five to 10 years.

The TSP is also coordinated with the 20-Year Financial Plan to understand financial capacity and identify programs, policies, and projects to help achieve DART's mobility vision. The plan focuses first on opportunities to maintain DART's system in a state of good repair while outlining opportunities to leverage the existing system and future investments to enhance quality of life, mobility, and access for our riders and our communities.

Strategic Plan

DART is developing a new 10-year strategic plan that will guide us toward a world-class experience for our riders by optimizing our operations, leveraging our assets, and innovating in ways that maximize the social and economic potential of our communities and our region. Future budgets will reflect the approved plan, which we are targeting for adoption in January 2024.

FINANCIAL POLICIES

Overview

The Board has several policies that provide financial direction to management, such as real estate purchases, investments, and fare structure. You can review all Board-approved policies, including those described in this section, at www.dart.org/about/public-access-information/board-meetings-information under Featured Documentation.

Financial Standards

The Board's Financial Standards Policy requires the Board to approve the Financial Standards each year as a part of the budget and financial planning process.

The Financial Standards are divided into three sections: General, Debt Service, and Business Planning Parameters. The general standards ensure DART prudently manages its financial affairs and establishes appropriate cash reserves. The debt service standards limit the level of debt DART may incur and ensure debt assumptions are based on financial parameters like (or more conservative than) those the financial marketplace would place on DART. Actual debt covenants may differ from these standards. Where this occurs, the Financial Plan will reflect the actual covenants in the Board-approved debt instrument. The business planning parameters provide management with a framework for the budget and 20-Year Financial Plan.

Since DART's enabling legislation requires a two-thirds vote on debt and the Financial Plan, approval or amendment of DART's Financial Standards also requires an affirmative two-thirds vote.

Exhibit 37: Relationship of Financial Standards to Sources & Uses of Cash

Description	Financial Standard(s)
Sources of Cash	
Sales Taxes	B1
Operating Revenue	B2
Federal Funding	B10
Debt	D1-D7
Uses of Cash	
Operating Budget	
Fixed-Route Service	B3, B4
Administrative Costs	B6
Total Expenses	B5
Capital Budget	
General Mobility (Road Improvements)	B7
Capital P&D, Startup	B8
Capital Projects	B8, B9
Net Debt Service Budget	D1-D7
Cash Reserves	G5, G7
Working Cash Requirement	G6

Debt Program

On January 23, 2001, the Board approved a Master Debt Resolution that authorized DART to pledge its sales tax revenues for senior lien debt (bonds) and senior subordinate lien debt (commercial paper). DART's two-tiered debt program is designed to meet its capital funding requirements and provide flexibility to meet changing debt market conditions.

Long-term bonds are used as the final capital financing instrument for assets with a useful life of seven years or more such as buildings and rail lines. The commercial paper program is issued to meet temporary capital funding obligations and to access variable interest rates when the financial markets dictate that strategy to be advantageous.

DART has two CP programs with a maximum authorization of \$125 million per program: 1) bank-backed CP in which a third-party bank promises to provide the funds if DART cannot find a buyer for maturing notes (remarketing failure), and 2) extendible CP that enables high credit quality issuers to place CP without a bank-backed revolving credit facility or letter of credit. The initial issuance must be 90 days or less, and in the event of a failed remarketing, the security can be extended an additional 180 days. DART can also issue long-term debt to replace the outstanding CP or retire it with cash.

DART has also established a Commercial Paper Self-Liquidity (CPSL) Program with a maximum authorization of \$125 million. Under the CPSL, an investor that purchases a CP note from DART expects that when the note matures, DART will return the par value of the note plus interest. DART maintains a reserve balance of at least twice the CPSL debt service outstanding to repay CP notes and ensures that no more than \$35 million of the notes mature within five days. The ability to meet DART's CPSL debt service obligation is monitored by rating agencies and is reflected in DART's short-term debt rating.

DART's debt supports capital projects like the Silver Line regional rail project, rail and bus fleet replacements, and facility and system modernization.

Exhibit 38: Annual Debt Service Schedule

Fiscal Year	Principal	Interest	BABS Reimbursement	Net Interest	Total Net Debt Service
2023	\$77,990,000	\$147,846,538	(\$21,246,444)	\$126,600,094	\$204,590,094
2024	76,030,000	144,664,410	(21,246,444)	123,417,966	199,447,966
2025	79,125,000	141,539,015	(21,246,444)	120,292,571	199,417,571
2026	82,155,000	138,505,519	(21,246,444)	117,259,075	199,414,075
2027	84,145,000	135,710,127	(21,246,444)	114,463,683	198,608,683
2028	86,810,000	133,049,594	(21,246,444)	111,803,150	198,613,150
2029	90,300,000	129,684,538	(21,246,444)	108,438,094	198,738,094
2030	94,365,000	125,615,047	(21,246,444)	104,368,603	198,733,603
2031	98,625,000	121,360,824	(22,530,694)	98,830,130	197,455,130
2032	103,100,275	116,886,224	(22,530,694)	94,355,530	197,455,805
2033	107,320,275	112,652,357	(22,530,694)	90,121,663	197,441,938
2034	110,880,275	108,727,219	(22,530,694)	86,196,525	197,076,800
2035	114,935,275	104,666,588	(22,530,694)	82,135,894	197,071,169
2036	123,865,385	100,183,591	(22,121,945)	78,061,646	201,927,031
2037	127,945,826	95,275,967	(21,288,174)	73,987,793	201,933,619
2038	128,991,667	89,594,458	(19,985,127)	69,609,331	198,600,998
2039	133,211,716	83,122,818	(18,197,365)	64,925,453	198,137,169
2040	139,621,767	76,553,456	(16,345,026)	60,208,430	199,830,197
2041	144,426,820	69,896,312	(14,425,788)	55,470,524	199,897,344
2042	149,311,874	63,006,415	(12,437,276)	50,569,139	199,881,013
2043	154,431,930	55,826,683	(10,366,317)	45,460,366	199,892,296
2044	152,611,988	48,462,606	(8,209,613)	40,252,993	192,864,981
2045	160,102,049	40,918,029	(5,974,373)	34,943,656	195,045,705
2046	159,552,108	33,524,407	(4,261,324)	29,263,083	188,815,191
2047	165,557,171	26,337,820	(3,091,443)	23,246,377	188,803,548
2048	171,762,235	18,915,181	(1,882,892)	17,032,289	188,794,524
2049	173,102,302	11,580,580	(634,398)	10,946,182	184,048,484

Fiscal Year	Principal	Interest	BABS Reimbursement	Net Interest	Total Net Debt Service
2050	66,702,371	6,718,067	-	6,718,067	73,420,438
2051	69,372,441	4,045,338	-	4,045,338	73,417,779
2052	67,057,514	1,341,507	-	1,341,507	68,399,021
2053	2,589	349	-	349	2,938
2054	2,666	290	-	290	2,956
2055	2,745	229	-	229	2,974
2056	2,827	166	-	166	2,993
2057	2,911	101	-	101	3,012
2058	2,998	34	-	34	3,032
Total	\$3,493,425,000	\$2,486,212,404	\$(441,846,081)	\$2,044,366,321	\$5,537,791,321

Exhibit 39: Long-Term Bond Credit Ratings

Bond Series	Standard & Poor's Rating Services	Moody's Investor Services	Kroll Bond Rating Agency	Fitch Ratings
Series 2007	AA+	Aa2	No rating sought	AA-
Series 2009B	AA+	Aa2	No rating sought	No rating sought
Series 2010B	AA+	Aa2	No rating sought	No rating sought
Series 2012	AA+	Aa2	No rating sought	No rating sought
Series 2014A	AA+	Aa2	No rating sought	No rating sought
Series 2015	AA+	No rating sought	No rating sought	No rating sought
Series 2016B	AA+	Aa2	No rating sought	No rating sought
Series 2019	AA+	Aa2	AA+	No rating sought
Series 2020A	AA+	Aa2	AAA	No rating sought
Series 2020B	AA+	Aa2	AAA	No rating sought
Series 2020C	AA+	Aa2	AAA	No rating sought
Series 2020D	AA+	Aa2	AAA	No rating sought
Series 2021 (RRIF)	AA+	Aa2	AAA	No rating sought
Series 2021A	AA+	Aa2	AAA	No rating sought
Series 2021B	AA+	Aa2	AAA	No rating sought

Exhibit 40 below shows the bond principal outstanding and weighted average interest rate for each issuance as of September 30, 2023.

Exhibit 40: Weighted Average Interest Rate

Series	All-In Rate at Issue		Remarketing Principal	Final Payment Date
2007	4.49%		\$118,395,000	12/1/2032
2009B*	4.01%		466,970,000	12/1/2044
2010B*	3.26%		729,390,000	12/1/2048
2012	3.51%		2,955,000	12/1/2042
2014A	3.22%		70,765,000	12/1/2036
2015	2.09%		68,370,000	12/1/2027
2016B	2.91%		169,760,000	12/1/2038
2019	2.69%		301,095,000	12/1/2035
2020A	2.50%		128,850,000	12/1/2050
2020B	1.02%		27,360,000	12/1/2023
2020C	2.45%		112,145,000	12/1/2042
2020D	2.36%		272,000,000	12/1/2043
2021**	2.26%		50,000	12/1/2057
2021A	2.47%		576,355,000	12/1/2048
2021B	3.20%		448,965,000	12/1/2051
Combined Weighted Average	3.03%	Total	\$3,493,425,000	

*Build America Bonds subject to sequestration

**Railroad Rehabilitation and Improvement Financing (RRIF) loan

Fare Structure

The Board has the authority to establish fares for all services provided by DART. The most recent amendment to the fare structure was on June 23, 2020, when the Board approved the addition of a \$1 fare for the Dallas Streetcar, as well as changes to some of the passes and programs offered by DART. These changes coincided with implementation of the contactless GoPass tap cards, as well as enhancements to the GoPass mobile app.

Exhibit 41 outlines fare revenue by type based on the approved fare structure.

Exhibit 41: Revenue by Fare Type

Type of Fare	FY 2022 Actuals		FY 2023 Forecast		FY 2024 Budget	
	Units	Revenue	Units	Revenue	Units	Revenue
Single Fare						
Local	67,074	\$167,685	66,906	\$167,264	77,611	\$194,026
Streetcar	59,671	59,671	87,781	87,781	93,048	93,048
Regional	5,442	32,652	6,174	37,043	7,162	42,970
Reduced	30,696	38,370	36,183	45,229	41,249	51,561
Paratransit (Coupons)	181,580	544,748	19,217	576,519	20,370	733,332
Total Single Fare	344,463	\$843,126	216,260	\$913,835	239,439	\$1,114,937

Type of Fare	FY 2022 Actuals		FY 2023 Forecast		FY 2024 Budget	
	Units	Revenue	Units	Revenue	Units	Revenue
AM/PM						
Local	2,744,642	\$8,233,887	2,996,949	\$8,990,805	3,456,862	\$10,370,586
Reduced	819,134	1,228,683	980,680	1,471,004	1,137,589	1,706,383
Total AM/PM	3,563,776	\$9,462,570	3,977,629	\$10,461,809	4,594,451	\$12,076,969
GoLink						
Local	28,324	69,048	29,174	72,934	61,432	153,579
Reduced	4,834	6,045	4,979	6,224	22,261	27,826
Total GoLink	33,158	\$75,093	34,153	\$79,158	83,693	\$181,405
Midday						
Local	512,032	1,024,051	539,211	1,078,414	614,701	1,229,402
Regional	28,724	57,434	26,476	52,943	28,065	56,130
Total Midday	540,756	\$1,081,485	565,687	\$1,131,358	642,766	\$1,285,532
Day Passes						
Local	698,608	4,191,604	778,327	4,669,930	902,859	5,417,155
Regional	50,890	610,680	22,410	268,914	25,995	311,941
Reduced	243,157	729,452	273,640	820,903	317,422	952,266
High School	11,042	33,126	10,797	32,390	12,524	37,572
College/Trade	15,718	47,154	14,706	44,119	17,059	51,178
Mesquite	690	17,250	-	-	-	-
Vouchers (book of 10)	32,824	1,172,987	27,563	1,014,689	32,995	1,111,261
Total Day Passes	1,052,929	\$6,802,253	1,127,441	\$6,850,944	1,308,854	\$7,881,372
Monthly Passes						
Local	22,807	2,189,472	25,246	2,423,576	28,780	2,762,876
Regional	787	151,104	537	103,139	915	175,704
Reduced	8,183	392,784	8,557	410,734	9,682	464,742
High School	5,168	248,064	8,599	412,774	9,803	470,562
Total Monthly Passes	36,945	\$2,981,424	42,939	\$3,350,222	49,181	\$3,873,884
Annual Passes						
Local	58	8,207	-	-	-	-
System	-	-	-	-	-	-
Regional	329	332,972	-	-	-	-
Senior	3	274	-	-	-	-
Corporate Programs	2,940	2,988,262	4,034	3,215,657	4,664	3,743,924
Total Annual Passes	3,330	\$3,329,715	4,034	\$3,215,657	4,664	\$3,743,924
Other Programs						
Secondary/College Decals	44,582	2,579,150	37,494	3,226,506	42,674	4,096,732
EMV	97,013	154,504	102,119	365,856	118,458	384,989
Total Other Programs	141,595	\$2,733,654	139,613	\$3,592,362	161,132	\$4,481,721
Total Pass Sales	5,716,952	\$27,309,320	6,107,757	\$29,595,345	7,084,179	\$34,639,744
Without Paratransit Coupons	5,535,372	\$26,764,572	6,088,540	\$29,018,826	7,063,808	\$33,906,412

DART is once again evaluating its fare system with the goal of creating a fare structure that is simple, equitable, and easy to use through a focus on these key issues:

- Fare collection
- Fare structure simplification
- Fare equity
- Special programs
- Customer experience
- Revenue and farebox recovery

We expect the Board to consider recommended changes to the fare policy and structure in early 2024, with implementation in June 2024.

FUNDS & FUND BALANCES

General Operating Fund

The primary objective of investment strategies for the operating fund is achieving liquidity by matching investment maturities and income streams with anticipated cash flows. Most funds are placed in short-term or readily marketable securities with emphasis on high-grade commercial paper (CP) and government agencies. Local government investment pools are used to diversify and facilitate daily funding of cash outflows. The average maturity of this portfolio shall not exceed two years; the maximum maturity for any single holding shall not exceed five years. Yield-enhancing techniques applied to a core segment of this portfolio may include the use of Treasury notes in the two- to three-year area, which can be purchased for yield and held for possible capital gains, and intermediate-term agencies with short-call provisions offering a spread to comparable Treasuries.

Project Funds

These funds include monies designated for project financing greater than 90 days. The investment goals are to provide capital preservation, liquidity needs, and investment return. The average dollar-weighted maturity of these portfolios is in the two- to three-year area with a maximum maturity of four years for any single security.

DART Commercial Paper System Expansion & Acquisition Fund

This fund was reactivated when DART issued additional CP for new capital projects. Deposits in this fund are generally held less than 90 days between the sale of DART's CP and contract payments for the financed capital projects.

To provide the short-term liquidity required, investments are limited to money market instruments, such as money market mutual funds or local government investment pools, CP, discount agencies, or repurchase agreements, with maturities matched to check payment dates where feasible. The average maturity for this fund is up to 90 days, with a maximum maturity of 180 days.

Financial Reserve Fund

Capital preservation is the key investment goal for this fund, which will be accessed in the event of a downturn in sales tax receipts, unanticipated capital overruns, or other financial difficulties. The need for liquidity is low. To maximize yield while maintaining a relatively stable market value, this portfolio will use an investment strategy of evenly spacing securities over a one- to five-year maturity range, commonly referred to as a ladder maturity structure, to ensure consistent availability of current funds for reinvestment or cash flow requirements.

Securities will be evaluated on a risk-return basis, with bond swaps used to take advantage of market anomalies while maintaining market quality and structure. The average maturity of this portfolio is four years or less, with a maximum maturity of 10 years for any single holding.

Insurance Reserve Fund

DART's self-insurance program for liability and workers' compensation claims requires the preservation of assets to ensure funding capability. The reserve amount required will vary on a yearly basis as new claims offset claims payments. The fund will be adjusted no less frequently than yearly to reflect the appropriate level upon approval of the Investment Officers, and after consultation with Risk Management.

The lack of liquidity requirements in this fund allows for an average maturity of four years or less, with a maximum maturity of 10 years for any single holding. Capital preservation is valued above yield, but the stable balance and minimal cash outflow permits a higher level of interim market price volatility than in other DART portfolios.

Senior Lien Debt Service Funds

The long-term bond program requires the establishment of two reserve funds: an interest fund and a principal fund. These funds will be used to make payments directly to bond investors as needed during the month. The investment objective of these two funds is to provide sufficient liquidity to meet the payment requirements and to minimize market and credit risk.

To meet this investment objective, investments will be limited to money market mutual funds that invest in short-term securities that are issued or guaranteed by the U.S. government or its agencies, or direct obligations of the U.S. government and its agencies with maturities closely matched to specific payment requirements. The average maturity of the interest fund shall not exceed six months, with a maximum maturity of six months. The average maturity of the principal fund shall not exceed one year with a maximum maturity of one year.

Senior Subordinate Lien Debt Service Funds

The CP program requires the establishment of two reserve funds: an interest fund and a principal fund. These funds will be used to make payments directly to CP investors as needed during the month. The investment objective of the two funds is to provide sufficient liquidity to meet the payment requirements and to minimize market and credit risk.

To meet this investment objective, investments will be limited to money market mutual funds that invest in short-term securities that are issued or guaranteed by the U.S. government or its agencies, or direct obligations of the U.S. government and its agencies with maturities closely matched to specific payment requirements. The average maturity of these funds shall not exceed 90 days, with a maximum maturity of one year.

Mobility Assistance & Innovation Fund

To provide funding for initiatives that enhance the quality and affordability of public transportation, DART maintains a Mobility Assistance and Innovation Fund (MAIF). The liquidity need of this fund is 20 percent. To maximize yield while maintaining a relatively stable market value and the desired liquidity component, this portfolio will use a two-tiered investment strategy.

The liquidity needs will be invested evenly, 50 percent in the one- to six-month and 50 percent in the six- to 12-month maturity range. The remainder of the portfolio will be invested by evenly spacing securities over a two- to five-year maturity range, commonly referred to as a ladder maturity structure, to ensure consistent availability of current funds for reinvestment or cash flow requirements.

Securities will be evaluated on a risk return basis, with bond swaps used to take advantage of market anomalies while maintaining market quality and structure. The portfolio allows for an average maturity of four years or less, with a maximum maturity of 10 years for any single holding.

Approval to spend from the MAIF requires an affirmative vote of two-thirds of the appointed and qualified members of the Board.

DART Bond System Expansion & Acquisition Fund

This fund was reactivated when DART issued Series 2020A bonds for new capital projects. The bond proceeds in this fund are held up to 36 months between the sale of DART's long-term bonds and contract payments to finance capital projects. The investment goals in this fund will be to provide capital preservation, liquidity needs, and investment return.

To meet the investment goals, investments will be in high-grade corporate and government/agency instruments and local government investment pools. The investments purchased will have maturities that match forecasted payments. The average maturity for this fund is up to 30 months, with a maximum maturity of 36 months.

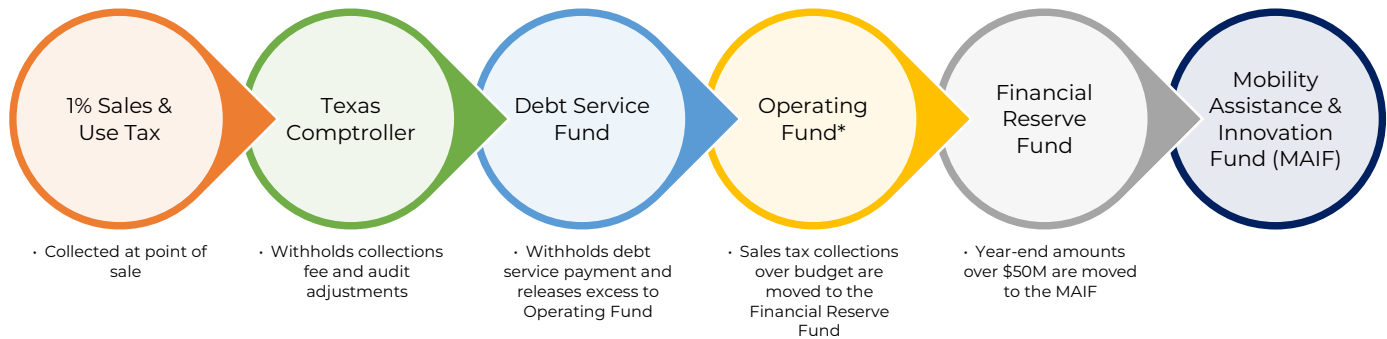
State or Local Government-Provided Funds

The deposits in these funds are provided by state, local governments, or other entities for specific projects. Preservation of capital and liquidity are the paramount investment objectives of these funds. Therefore, the deposits in these funds will be invested in AAA or U.S. Treasury money market funds. The average maturity will be one day, with a maximum maturity of one day.

Platform Fund

Amounts in this fund are held between their receipt from the Texas Mobility Fund and contract payments to finance the platform extension project in the future. The investment goals in this fund are to provide capital preservation and liquidity needs. To meet the investment goals, investments will be in high-grade corporate and government/agency instruments and money market mutual funds instruments. The investments purchased will have maturities that match forecasted payments. The average maturity for this fund is up to 30 months, with a maximum maturity of 36 months.

Exhibit 42: DART's Flow of Funds



*Funds also flow from the Operating Fund into the Insurance Fund (not pictured)

SALES TAX HISTORY

Exhibit 43: 10-Year Total Sales Tax Collections (\$M)

Mth	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Oct	\$35.4	\$38.0	\$41.3	\$42.2	\$43.3	\$46.7	\$49.1	\$54.2	\$50.7	\$60.4
Nov	32.1	36.3	38.1	40.4	43.3	46.7	47.7	51.2	49.3	61.9
Dec	47.8	50.2	55.9	57.5	59.7	60.2	64.6	68.7	67.6	77.1
Jan	35.5	35.0	38.4	40.3	43.5	44.9	47.6	52.2	49.3	58.4
Feb	32.9	36.1	37.0	39.8	42.1	42.3	46.2	45.4	42.7	53.5
Mar	41.1	44.5	49.5	51.8	53.7	57.2	55.6	51.3	61.4	73.2
Apr	35.8	39.2	41.8	41.9	42.9	47.5	51.0	41.0	58.1	63.3
May	37.9	36.8	39.6	42.7	47.0	50.9	49.6	45.3	56.1	65.2
Jun	43.0	44.7	50.1	51.9	52.2	54.6	56.7	56.3	65.5	68.5
Jul	36.5	39.7	39.3	42.3	43.6	46.6	46.9	48.3	59.6	64.8
Aug	36.0	40.1	39.8	44.3	45.1	46.5	54.0	46.9	56.0	66.2
Sep	41.8	45.2	47.9	50.0	50.2	51.4	55.4	55.1	65.2	71.3
Total	\$455.7	\$485.7	\$518.6	\$545.1	\$566.6	\$595.6	\$624.4	\$615.8	\$681.5	\$783.7

Exhibit 44: Sales Tax Collections from Inception by City (\$M, as of April 2023)

City	FY 1984-FY 2022	FYTD 2023	Total	% of 2023	% of Total
Addison	\$344.5	\$8.9	\$353.4	1.84%	2.42%
Buckingham*	1.4	0.0	\$1.4	0.00%	0.01%
Carrollton	748.0	27.7	\$775.7	5.75%	5.32%
Cockrell Hill	6.7	0.4	\$7.1	0.07%	0.05%
Dallas	7,408.2	237.3	\$7,645.5	49.26%	52.40%
Farmers Branch	428.3	14.6	\$442.9	3.03%	3.04%
Garland	681.0	23.7	\$704.6	4.92%	4.83%
Glenn Heights	9.5	0.6	\$10.1	0.13%	0.07%

City	FY 1984-FY 2022	FYTD 2023	Total	% of 2023	% of Total
Highland Park	82.2	4.0	\$86.2	0.83%	0.59%
Irving	1,539.5	58.5	\$1,598.1	12.15%	10.95%
Plano	1,785.5	64.0	\$1,849.5	13.29%	12.68%
Richardson	836.0	32.9	\$868.9	6.82%	5.95%
Rowlett	134.5	5.3	\$139.8	1.10%	0.96%
University Park	101.1	3.9	\$105.1	0.82%	0.72%
Coppell & Flower Mound**	3.0	0.0	\$3.0	0.00%	0.02%
DART Total	\$14,109.5	\$481.8	\$14,591.2	100.00%	100.00%

*In 1998, the Town of Buckingham was incorporated into the City of Richardson.

**Coppell and Flower Mound withdrew from DART in 1988.

SELECTED PERFORMANCE MEASURES

While DART collects data on hundreds of performance measures, we believe the ones selected here are the most relevant from a financial perspective, providing a transparent snapshot of DART’s operational health.

Ridership

Ridership has declined for most U.S. transit agencies in the past decade, including DART, but COVID-19 caused it to plummet—DART ridership is still at just 67 percent of pre-pandemic levels two and a half years later. While it certainly influenced the way we operate, we are incredibly proud that DART maintained services throughout the pandemic, ensuring access to safe, reliable, and quality transit for all. With the full implementation of DART’s new bus network, as well as our focus on improving the safety, reliability, and quality of the existing system, we expect ridership to continue increasing in the coming years.

Exhibit 45: Ridership by Mode

Mode	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fixed-Route (millions)	61.3	69.3	49.30	35.5	42.1
Bus	30.3	38.7	27.8	20.1	22.7
LRT	29.0	28.6	20.3	14.6	18.4
TRE	2.0	2.0	1.3	0.8	1.1
Paratransit (thousands)	771.0	906.2	643.9	571.3	734.1
Vanpool/GoLink (thousands)	596.0	611.5	309.8	31.1	347.1
Total Agency (millions)	62.7	70.8	50.3	36.1	43.2

Farebox Recovery

Farebox recovery (sometimes called the farebox recovery ratio) is the percentage of operating costs funded by fares collected from passengers. Farebox revenue includes all revenue from the sale of passenger tickets, passes, or other methods of fare payment. DART determines this measure using the calculation below:

$$\text{Modal Farebox Revenue} / \text{Modal Operating Expense}$$

Farebox recovery is one indicator of the value DART and its member cities place on providing affordable transit services to all riders within DART's service area. Lower farebox recovery means DART must fund its services from other revenue sources. While raising fares does increase farebox recovery, decreasing operating costs or increasing ridership can also have this effect, and we expect DART's efforts to improve its existing services to positively impact both.

Exhibit 46: Farebox Recovery Ratio by Mode

Mode	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fixed-Route (millions)	13.1%	12.3%	7.7%	5.4%	5.9%
Bus	11.6%	8.8%	5.4%	3.9%	6.2%
LRT	15.1%	15.5%	9.8%	6.9%	6.1%
TRE	14.9%	23.7%	16.3%	8.9%	3.8%

Subsidy Per Passenger

Like farebox recovery, the subsidy per passenger is a measure of the cost of a service compared to the revenues it generates. Unlike farebox recovery, however, it accounts for all operating revenues associated with a particular mode, including passenger fares, advertising sales, and rent revenues, among other things. DART determines this measure using the calculation below:

$$(\text{Operating Expenses} - \text{Operating Revenues}) / \text{Passenger Boardings}$$

The subsidy per passenger dramatically increased in FY 2020 and through FY 2021 as passenger counts and operating revenues declined due to COVID-19 but has started to improve in FY 2022.

Exhibit 47: Subsidy per Passenger by Mode

Mode	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Vanpool/GoLink	\$0.61	\$2.34	\$2.33	N/A	\$21.62
Fixed-Route	\$6.52	\$5.97	\$9.28	\$12.72	\$10.83
Bus	\$7.50	\$6.37	\$9.85	\$12.98	\$10.39
LRT	\$5.13	\$5.14	\$8.05	\$11.10	\$9.61
TRE	\$11.73	\$10.11	\$16.43	\$36.28	\$34.16
Paratransit	\$44.97	\$42.87	\$62.43	\$65.59	\$49.01
Total System	\$6.94	\$6.41	\$9.91	\$13.56	\$11.43

Sales Tax Used for Operating Expenses

Finally, the percentage of sales tax revenue used for operating expenses indicates the amount of sales tax revenue required to fund operations (and inversely, the amount available for non-operating and capital expenses). DART determines this measure using the calculation below:

$$(Operating Expenses - Operating Revenues - Interest Income) / Sales Tax Revenues$$

While management always aims to reduce this ratio, record sales tax collections in FY 2022 led to a significantly lower ratio than budgeted.

Exhibit 48: Percent of Sales Tax Used for Operating Expenses

FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
71.01%	74.17%	79.09%	79.09%	61.93%

ADDITIONAL REFERENCES

The Economic and Fiscal Impacts of Development Near DART Light-Rail Stations

2020, Economics Research Group, University of North Texas

www.dart.org/docs/default-source/tod-docs/may2020darteconomicandfiscalimpacts.pdf

DART Reference Book

www.dart.org/about/about-dart/about-dart/dart-facts

GLOSSARY

A

Accessible – As defined by the Federal Transit Administration, a site, building, facility, or portion thereof that complies with defined standards and that can be approached, entered, and used by people with disabilities.

Accessible Service – Service that is accessible to riders with disabilities. This includes fixed-route bus service with wheelchair lifts or paratransit service with wheelchair lift-equipped vehicles.

Accidents per 100,000 Miles – A standard industry measure of the number of vehicle accidents reported per 100,000 miles of actual fixed-route mileage for bus, light rail, TRE and paratransit. Management’s objective is to reduce this ratio.

$$\text{Calculation} = (\text{Vehicle Accidents} / \text{Actual Mileage}) * 100,000$$

Accounting Basis – DART uses the accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.

Accrual Basis of Accounting – An accounting method that measures the performance and position of a company by recognizing economic events in the period they occur regardless of when cash transactions occur (i.e., recognize revenue in the period in which it is earned rather than when the cash is received and recognize expenses when incurred rather than when cash is paid).

ACFR – Annual Comprehensive Financial Report. It includes audited financial statements, financial notes, and related materials.

ADA (The Americans with Disabilities Act of 1990) – This federal act requires changes to transit vehicles, operations, and facilities to ensure that people with disabilities have access to jobs, public accommodations, telecommunications, and public services, including public transit.

Administrative Ratio – Measures administrative costs as a percentage of direct operating costs. It is management’s objective to reduce this ratio. Administrative costs include but are not limited to executive management, finance, purchasing, legal, internal audit, human resources, marketing, Board support, and administrative services. Administrative revenues include but are not limited to advertising revenue.

$$\text{Calculation} = (\text{Administrative Costs} - \text{Administrative Revenues}) / (\text{Direct Costs} + \text{Startup Costs})$$

Amalgamated Transit Union (ATU) – The labor union representing DART’s bus and rail operators, mechanics, and maintenance workers.

Average Fare – The average fare paid per passenger boarding on each mode of service during the period in question.

$$\text{Calculation} = (\text{Modal Passenger Revenue} - \text{Commissions \& Discounts}) / (\text{Modal Passenger Boardings})$$

Average Weekday Ridership – The average number of passenger boardings on a weekday. This measurement does not include ridership on Saturdays, Sundays, or holidays.

B

Balanced Budget – A budget in which projected revenues equal projected expenses during a fiscal period.

Bond Refinancing/Refunding – The redemption (payoff) and reissuance of bonds to obtain better interest rates and/or bond conditions. This results in the defeasance of the earlier debt. See also *Defeasance*.

Bus Rapid Transit (BRT) – BRT combines the quality of rail transit and the flexibility of buses. It can operate on exclusive transitways, High Occupancy Vehicle (HOV) lanes, expressways, or ordinary streets. A BRT system combines intelligent transportation systems, technologies, transit signal priority (TSP), cleaner and quieter vehicles, rapid and convenient fare collection, and integration with land use policies.

C

Capital – Funds that finance construction, renovation, and major repair projects or the purchase of machinery, equipment, buildings, and land.

Capital Expenditure – A cost incurred to acquire a new asset, add capacity, improve the functionality of an existing asset, or extend an existing asset beyond its original estimated useful life. The asset will have an expected life of one or more years and a value of \$5,000 or more.

Car Mile or Vehicle Mile – A single bus, rapid transit car, light rail vehicle, or commuter rail car traveling one mile.

Chapter 452 – The chapter of the Texas Transportation Code that governs the creation and operation of regional transportation authorities, including DART. Sometimes referred to as DART’s “enabling legislation.”

Certified Riders – Disabled passengers who are eligible for paratransit services because fixed-route services are inaccessible to them. Eligibility is determined in accordance with ADA criteria.

CMAQ – Congestion Mitigation and Air Quality. A federal program that funds transportation projects that will contribute to the attainment of national ambient air quality standards.

Complaints per 100,000 Passengers – Modal quality ratio that measures the number of service complaints per 100,000 passenger boardings (or per 1,000 boardings for paratransit). Management’s objective is to reduce this ratio.

$$\text{Calculation} = (\text{Service Complaints Received} / \text{Modal Passenger Boardings}) * 100,000$$

Cost per Revenue Mile – Efficiency ratio that measures the cost of providing a revenue mile of service. This measurement is based on fully loaded costs and excludes operating revenues. Management’s objective is to reduce this ratio.

$$\text{Calculation} = \text{Total Operating Expenses} / \text{Revenue Miles}$$

D

Debt Service – The payment of interest and the repayment of principal on long-term borrowed funds according to a predetermined schedule.

Debt Service Coverage – A measure of DART’s ability to meet its debt service payments. It is a ratio of cash flows to debt service requirements. See also *External Coverage Ratio* and *Internal Coverage Ratio*.

Defeasance of Bonds – The redemption of older higher-rate debt prior to maturity, usually with replacement by new securities bearing lower interest rates.

Depreciation – The portion of the cost of a fixed asset, other than a wasting asset, charged to expense during a particular period. Accounts for the asset progressing to the end of its useful life through wear and tear, deterioration, physical elements, inadequacy, and/or obsolescence.

E

Enterprise Accounting/Enterprise Fund – Used to account for entities that operate like a private enterprise. It establishes a separate accounting and financial reporting mechanism for services for which a fee is charged. Revenues and expenses of the service are segregated into a fund with financial statements separate from all other activities.

Equal Employment Opportunity (EEO) – A set of federal laws that make it illegal to discriminate against a job applicant or employee because of the person’s race, color, religion, sex (including pregnancy and related conditions, gender identity, and sexual orientation), national origin, age (40 or older), disability, or genetic information. Enforced by the U.S. Equal Employment Opportunity Commission (EEOC). See also *Title VI/Title VII*.

Errors & Omissions Liability Coverage – Specialized protection against losses not covered by traditional liability insurance, including claims of negligence, errors in services provided, omissions, or misrepresentations. It can cover attorney fees, court costs, administrative costs, and settlements and judgments.

Express Bus or Route – A suburban or intercity route that operates a portion of the route without stops or with a limited number of stops.

External Coverage Ratio – The ratio of gross sales tax revenues to annual debt service. DART financial standards (and the financial markets in general) require that this ratio be at least 2.0.

F

Farebox Recovery Ratio – The proportion of operating costs covered by passenger fares.

$$\text{Calculation} = \text{Modal Farebox Revenue} / \text{Modal Operating Expense}$$

Farebox Revenue – All revenue from the sale of passenger tickets, passes, or other instruments of fare payment.

Fares – The amount charged to passengers for use of various services.

Federal Transit Administration (FTA) – The federal agency that helps cities and communities provide mobility to their residents. Through its grant programs, FTA provides financial and planning assistance to help plan, build, and operate bus, rail, and paratransit systems.

Fiscal Year – A one-year accounting period used for financial reporting and budgeting. DART's fiscal year runs from October 1 through September 30 of the next year.

Fixed-Route Service – Services that operate according to fixed schedules and routes. DART fixed-route services are bus, light rail, commuter rail, and streetcar.

Formula Grant – Federal funding distributed to states, territories, or local units of government based on formulas in the authorizing legislation and regulations. To receive a formula grant, the entity must meet all eligibility criteria for the program, which are predetermined and not open to discretionary funding decisions.

Formula grants typically fund activities of a continuing nature and may not be confined to a specific project. Common elements in formulas include population, proportion of population below the poverty line, or other demographic information.

Full-Time Equivalent – A measurement equal to one staff person working a full-time schedule for one year (2,080 hours).

Fund Balance – The difference between a fund’s assets and liabilities (also called fund equity). Often this term refers to money set aside or earmarked for future needs. DART uses “reserves” as well as “funds” to ensure resources are available for anticipated and unanticipated needs. Refer to the *Funds and Fund Balances* subsection above for more information.

G

General Operating Fund – The operating account used to account for all financial resources and normal recurring activities except for those required to be accounted for in another fund.

General Mobility – Funds in this category support projects undertaken by DART’s service area cities through approved interlocal agreements with DART, as well as Intelligent Transportation System (ITS) projects. Sometimes referred to as “Road Improvements.”

GoLink – DART’s on-demand curb-to-curb microtransit service operating within designated zones.

Grants – Monies received from local, federal, and state governments to provide capital or operating assistance.

H

Headway – The time span between service vehicles (bus or rail) on a specified route.

I

Internal Coverage Ratio – The ratio of gross sales tax revenues plus operating revenues plus interest income less operating expenses to annual debt service on long-term debt. DART financial standards require that this ratio be at least 1.0—i.e., total revenues less operating expenses should be at least as great as total annual debt service.

L

Labor Expenditure – The cost of wages and salaries (including overtime) to employees for the performance of their work.

Line Item – An appropriation that is itemized on a separate line in a budget or financial plan.

Linked Trip – A single one-way trip without regard for the number of vehicles boarded to make the trip. For example, a commute from home to work achieved by boarding a bus to a train, and then taking another bus after leaving the train, represents one linked trip. See also *Unlinked Trip*.

M

Maintenance Expenditure – Expenditures for labor, materials, services, and equipment used to repair and service transit and service vehicles and facilities.

Major Capital Transit Investment Program – A federal grants program providing capital assistance for new fixed guideway, extensions of existing fixed guideway, or a corridor-based bus rapid transit system. This program includes New Starts, Small Starts, and Core Capacity projects.

Mean Distance between Service Calls – Quality ratio that measures the average number of miles a vehicle operates before a service call occurs. Management’s objective is to increase this ratio.

$$\text{Calculation} = \text{Total Miles Operated} / \text{Total \# of Service Calls}$$

N

New Starts Program – A federal program that funds fixed guideway transit projects that use and occupy a separate right-of-way or other high-occupancy vehicle.

O

Obligations – Funds that have been obligated/committed to a specific purpose but have not yet been expended.

Off-Peak – Non-rush hour time periods.

On-Demand – Services provided when a customer calls or uses an app to request them, rather than scheduled or fixed-route service. This includes paratransit and GoLink services.

On-Time Performance – Quality ratio that measures how often a service is on time, i.e., at a designated pickup spot within a predetermined timeframe. The timeframe differs based on mode and frequency of service. Bus Operations currently uses 59 seconds early and 4 minutes and 59 seconds late. Light rail uses 1 minute early and 4 minutes late. Commuter rail uses 5 minutes late as required by the Federal Railroad Administration (FRA). Paratransit uses 20 minutes early and late. Management’s objective is to increase this ratio.

$$\text{Calculation} = (\# \text{ Scheduled Trips Sampled} - \# \text{ of Times Early or Late}) / \text{Total \# of Scheduled Trips Sampled}$$

Operating Budget – The planning of revenue and expenditures for a given period of time to maintain daily operations.

Operating Expenses – The expenses required to operate DART’s revenue services. Operating expenses do not include the cost of road improvements or the staff costs associated with DART’s capital programs.

Operating Revenues – The revenues obtained from fares, special events service, advertising, signboard rentals, leases, pass sales, operating grants, shuttle services, and other miscellaneous income. Operating revenues do not include sales tax revenue, interest income, or gains on the sale of assets.

P

Paratransit Service – Any transit service required by the ADA, generally characterized by prearranged curb-to-curb service provided by accessible vehicles.

Passenger Canceled Trips Ratio – Quality ratio for paratransit service that measures the percentage of times paratransit users schedule then cancel a trip. Total scheduled trips include actual trips made, cancellations, and no-shows.

$$\text{Calculation} = \# \text{ of Canceled Trips} / \text{Total \# of Scheduled Trips}$$

Passenger Mile – A single passenger traveling one mile.

Passenger No-Show Ratio – Quality ratio for paratransit service that measures the number of times a paratransit user makes a reservation and does not show up for the ride. This measurement is different from a cancellation. Management’s objective is to reduce this number so other trips can be scheduled in that timeframe. Users can lose the ability to access the paratransit system if they have an excessive number of no-shows.

$$\text{Calculation} = [\# \text{ of No Shows} / \text{Total \# of Scheduled Trips}]$$

Passengers per Hour (Actual) – The total number of paratransit passengers carried per hour of revenue service. Management’s objective is to increase this number.

$$\text{Calculation} = \text{Actual Passenger Boardings} / \text{Revenue Hours}$$

Passengers per Hour (Scheduled) – The total number of paratransit passengers scheduled per hour of revenue service. Management’s objective is to increase this number.

$$\text{Calculation} = \text{Scheduled Passenger Boardings} / \text{Revenue Hours}$$

Passengers per Mile – Effectiveness ratio that measures route productivity by comparing the number of passenger boardings to the number of revenue miles. Management’s objective is to increase this ratio.

$$\text{Calculation} = [\text{Passenger Boardings} / \text{Revenue Miles}]$$

Peak Period – Morning or evening rush hour.

Percentage of Trips Completed – Quality ratio for paratransit service that measures the number of times DART completes a scheduled passenger pickup. Management’s objective is to increase this ratio.

$$\text{Calculation} = [(\# \text{ of Actual Trips} - \# \text{ of Trips Missed}) / \# \text{ of Actual Trips}]$$

Principal – The amount borrowed or still owed on a loan, separate from the interest.

Public Transportation Agency Safety Plan (PTASP) – Documents DART’s safety management system processes, sets safety performance targets, and includes an emergency preparedness plan in compliance with FTA requirements and the National Public Transportation Safety Plan. Reviewed and updated annually.

R

Reduced Fares – Discounted fares for students, seniors, and disabled riders not eligible for paratransit with valid ID. High school fares are applicable on bus and rail on Monday through Friday only; college/trade school fares are valid on bus and rail with a DART Student ID.

Repurchase Agreement – A money-market transaction in which one party sells securities to another while agreeing to repurchase them later.

Reserves – DART uses “reserves” as well as “funds” to ensure resources are available for anticipated and unanticipated needs. Refer to the *Funds and Fund Balances* subsection above for more information.

Revenue Bond – A bond on which debt service is payable solely from a restricted revenue source(s), like sales tax revenues for example.

Revenue Car Miles – Total miles operated by LRT or TRE trains in revenue service multiplied by the number of cars operated as part of each train. Power consumption and maintenance requirements are based on the number of car miles operated. As a result, management’s goal is to optimize the number of cars operated per train based on ridership and Board-adopted loading standards.

Calculation = Sum for all trips of (# of Revenue Train Miles operated * # of cars in the train)

Revenue Miles or Hours – Measures the number of miles or hours that a vehicle is in revenue service (i.e., available to pick up passengers) and includes special events service. This measure does not include “deadhead miles,” which are the miles between the bus maintenance facility and the beginning and/or end of a route.

Reverse Commute – City-to-suburb commute. This phrase refers to the fact that most riders commute from the suburbs to the city.

Ridership – This is the total number of passengers boarding a DART vehicle, which we calculate for each mode and system-wide. Transfers are included in total ridership and passenger boarding counts (e.g., if a person transfers from one bus to another bus or from a bus to rail, this is counted as two passenger boardings). Fixed-route ridership counts passenger boardings (including transfers) for bus, light rail, streetcar, and commuter rail. See also *Unlinked Trip*.

S

Sales Taxes for Operating Expenses – Measures the sales tax revenue required to subsidize operations. 100 percent minus this percentage is the amount of sales tax revenue available for capital and road improvement programs. Management’s objective is to reduce this ratio.

Calculation = $(\text{Operating Expenses} - \text{Operating Revenues} - \text{Interest Income}) / \text{Sales Tax Revenues}$

Scheduled Miles Per Hour – Represents the average overall speed of the modal service as reflected in the schedule, with stops and recovery time included. This value reflects both the composition of the service (i.e., express and local routes for bus mode) and the efficiency of the schedule (e.g., reducing recovery time in the schedule improves average speed).

Calculation (for bus) = $\text{Scheduled Miles} / \text{Scheduled Hours}$
Calculation (for rail) = $\text{Scheduled Train Miles} / \text{Scheduled Train Hours}$

Service Hours – Paratransit service hours are also known as revenue hours. They are calculated from the time of the first passenger pickup until the time of the last passenger drop-off. Travel time to and from the garage is not included.

Startup Costs – Costs associated with the implementation of a major new light rail, commuter rail, or streetcar expansion that are incurred prior to the service implementation (e.g., vehicle and system testing).

State of Good Repair (SGR) – Capital investment in infrastructure maintenance to improve the condition of current transit facilities and provide safe, reliable service. SGR funds are placeholders in the financial plan for regularly scheduled capital asset maintenance and replacement or set aside for a specific type of project where the exact nature, timing, and amount are not yet known.

Subsidy per Passenger – Efficiency ratio that measures the subsidy required for each passenger boarding for a mode or combination of modes. Management’s objective is to reduce this ratio.

Calculation = $(\text{Operating Expenses} - \text{Operating Revenues}) / \text{Passenger Boardings}$

T

Title VI/Title VII – Parts of the Civil Rights Act of 1964 that protect individuals against discrimination. Title VI prohibits discrimination based on race, color, or national origin in any program or activity that receives federal funding. Title VII protects employees and job applicants from employment discrimination based on race, color, religion, sex, and national origin. See also *Equal Employment Opportunity*.

Total Vehicle Miles – The sum of all miles operated by passenger vehicles, including mileage when no passengers are carried.

Transit Asset Management (TAM) – Measurement of the condition of capital assets, including equipment, rolling stock, infrastructure, and facilities.

Transit-Oriented Development (TOD) – Mixed-use development of residential, commercial, and retail uses within walking distance of a transit station or bus route.

Transit Signal Priority – Transit signal priority either gives or extends a green signal to public transit vehicles under certain circumstances to reduce passenger travel times, improve schedule adherence, and reduce operating costs.

Trinity Metro – The transit agency serving the city of Fort Worth and its suburbs in Tarrant County that jointly owns and operates the Trinity Railway Express with DART. Formerly the Fort Worth Transportation Authority (FTWA).

U

Unlinked Trip – A trip involving a single boarding and alighting from a transit vehicle. For example, a commute from home to work achieved by boarding a bus to a train, and then taking another bus after leaving the train, represents three unlinked trips. See also *Linked Trip*.

V

Vehicle Revenue Mile – Vehicle mile during which the vehicle is in revenue service (i.e., picking up and/or dropping off passengers).

ACRONYMS

000s	Thousands (sometimes \$000)	COO	Chief Operations Officer
ABS	Absolute Block Signal	CORE	Corridor Optimization & Rider Experience
ADA	Americans with Disabilities Act of 1990	COTW	Committee-of-the-Whole
Ah	Amp Hour	CP	Commercial Paper
AI	Artificial Intelligence	CPSL	Commercial Paper Self-Liquidity
AIA	American Institute of Architects	CPU	Central Processing Unit
APTA	American Public Transportation Association	CRISI	FRA Consolidated Rail Infrastructure & Safety Improvements
ASP	Active Server Pages	CRM	Customer Relationship Management
ATU	Amalgamated Transit Union	CROF	Central Rail Operations Facility
AVL	Automatic Vehicle Locator	CX	Customer Experience
B	Billions (sometimes \$B)	DART	Dallas Area Rapid Transit
BAB	Build America Bonds	DBE	Disadvantaged Business Enterprise
BI	Business Intelligence	D/C	Direct Current
BNSF	Burlington Northern Santa Fe Railroad	DCTA	Denton County Transportation Authority
BRT	Bus Rapid Transit	DGNO	Dallas, Garland & Northeastern Railroad
BWC	Body-Worn Cameras	DMU	Diesel Multiple Unit
CAC	Citizens Advisory Committee	DVM	Diversity & Vendor Management
CB	Cotton Belt (Silver Line)	EAM	Enterprise Asset Management (Maximo)
CCTV	Closed Circuit Television	EAP	Employee Assistance Program
CDCC	Consolidated Dispatch & Command Center	EDM	Enterprise Document Management
CDL	Commercial Driver's License	EEO	Equal Employment Opportunity
CEO	Chief Executive Officer	ELR	Employee & Labor Relations
CFO	Chief Financial Officer	EMF	Equipment Maintenance Facility
CIH	Central Instrument House	EOY	End-of-Year
CIO	Chief Information Officer	EPA	Environmental Protection Agency
CIP	Capital Improvement Program		
CMAQ	Congestion Mitigation & Air Quality Improvement		
CMGC	Construction Manager/General Contractor		
CNG	Compressed Natural Gas		

EPM	Enterprise Project Management	MDT	Mobile Data Terminals
ERP	Enterprise Resource Planning (Lawson)	MMS	Mobility Management Services
EV	Electric Vehicle	MOW	Maintenance of Way
FICA	Federal Insurance Contributions Act	M.P.	Milepost
FMLA	Family and Medical Leave Act	MPH	Miles Per Hour
FP	Financial Plan	MW	Aurigo Masterworks
FRA	Federal Railroad Administration	M/WBE	Minority/Women-Owned Business Enterprise
FTA	Federal Transit Administration	NAGC	National Association of Government Communicators
FTE	Full-Time Equivalent	NCTCOG	North Central Texas Council of Governments
FY	Fiscal Year	NRV	Non-Revenue Vehicle
GAAP	Generally Accepted Accounting Principles	NTD	National Transit Database
GFOA	Government Finance Officers Association	NTP	Notice to Proceed
GPS	Global Positioning System	NWROF	Northwest Rail Operations Facility
GRD	Growth & Regional Development	O&M	Operations & Maintenance
HVAC	Heating, Ventilation, & Air-Conditioning System	OCI	Organizational Conflicts of Interest
IJA	Infrastructure Investment & Jobs Act	OCS	Overhead Catenary System
ILA	Interlocal Agreement	ODA	Oracle Database Appliance
IQ	(Richardson) Innovation Quarter	OGC	Office of General Counsel
ITS	Intelligent Transportation Systems	O/S	Outstanding
JROF	Joint Rail Operations Facility	P&D	(Capital) Planning & Development
KPI	Key Performance Indicator	PA	Passenger Amenity(ies)
LEP	Limited English Proficiency	PBX	Private Branch Exchange
LOS	Line-of-Sight	PIDS	Passenger Information Display System
LRT	Light Rail Transit	PMC	Program Management Consultant
LRV	Light Rail Vehicle	POC	Proof of Concept
M	Millions (sometimes \$M)	POI	Point of Interest
MaaS	Mobility as a Service	POV	Proof of Value
MAIF	Mobility Assistance & Innovation Fund	PSP	Professional Services Pool
MAU	Monthly Active Users	PSSR	Payment Systems & Statistical Reporting

PTASP	Public Transportation Agency Safety Plan	TOSD	Transit Operations & Service Delivery
PTC	Positive Train Control	TPSS	Traction Power Sub-Station
Q	Quarter	TRE	Trinity Railway Express
RAISE	USDOT Rebuilding American Infrastructure with Sustainability & Equity	TRIP	Transit-Related Improvement Program
RAP	Rider Assistance Program	TSM	Transportation System Management
RAV	Remote Access Video	TSO	Transit Security Officer
RFI	Request for Information	TSP	Transit Signal Priority OR Transit System Plan
RFP	Request for Proposals	TVM	Ticket Vending Machine
ROW	Right-of-Way	TWC	Train-to-Wayside Communication
RR	Railroad	TxDOT	Texas Department of Transportation
RRIF	FRA Railroad Rehabilitation & Improvement Financing	UNT	University of North Texas
RROW	Railroad Right-of-Way	UPS	Uninterruptible Power Supply
RTC	Regional Transportation Council	USDOT	U.S. Department of Transportation
S&I	Service & Inspection	UST	Underground Storage Tank
SaaS	Software as a Service	UTA	University of Texas at Arlington
SGR	State of Good Repair	CAPPA	College of Architecture, Planning and Public Affairs
SMART	USDOT Strengthening Mobility & Revolutionizing Transportation	UTD	University of Texas at Dallas
SOCBOF	South Oak Cliff Bus Operations Facility	VBS	Vehicle Business System
SOP	Standard Operating Procedure	VLM	Vertical Lift Module
TAM Plan	Transit Asset Management Plan	VMS	Video Management System
TC	Transit Center	VoC	Voice of the Customer
TCS	Transit Center Services	VoIP	Voice Over Internet Protocol
TES	Traction Electrification System	WFC	Workforce Central
TIF	Tax Increment Financing	WSA	Ways, Structures, & Amenities
TIP	Transportation Improvement Program	YOY	Year-over-Year
TIRZ	Tax Increment Reinvestment Zone		
TMF	Texas Mobility Fund		
TOD	Transit-Oriented Development		