



DALLAS AREA RAPID TRANSIT



FISCAL YEAR 2025

Adopted Annual Budget &
Management's Projected 20-Year Financial Plan





FROM THE CHIEF EXECUTIVE OFFICER

I'm excited to present this year's budget because it marks the start of implementing the agency's new Board-approved strategic plan, Point B: A New Vision for Mobility in North Texas. This effort started with a simple concept—create a roadmap to move DART from Point A, the status quo, to Point B, the future vision for our agency and regional mobility. In this future, DART plays a more substantial role as a strategic economic and mobility asset for our communities and region.

In this budget, we sought to balance requests from residents and communities for expanded and improved services while maintaining a prudent and financially viable budget that keeps pace with costs and achieves the agency's mission.

In FY 2025, we will begin pursuing our new vision of being your first-in-mind mobility partner by providing a travel experience that is clean, safe, secure, reliable, comfortable, and easy to use. We will keep improving the rider experience along these lines while also modernizing systems, vehicles, and facilities, including:

- Designing and purchasing state-of-the-art replacements for our aging bus and light rail fleets
- Upgrading and increasing bus stop amenities to facilitate an accessible, secure, and informative environment for bus riders
- Testing and installing new ticket vending machines and passenger information displays at stations and stops for a more seamless and stress-free journey

We will near completion of the Silver Line regional rail project and advance area plans in collaboration with each of our cities to create best-in-class mobility experiences that help people and communities connect and flourish. Together, we are making the investments necessary to achieve our shared vision of a prosperous, dynamic, and sustainable region that serves all our residents, visitors, and businesses.

*Nadine S. Lee
President & CEO
October 1, 2024*



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HOW TO USE THIS PLAN

This document contains the President & CEO's proposed Fiscal Year (FY) 2025 Annual Budget, which runs from October 1, 2024, through September 30, 2025, and the FY 2025 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 2025, and highlights from FY 2024.

Who We Are provides an overview of the agency, the Board, our organizational structure, and the services DART offers to our communities.

The **Annual Budget** outlines FY 2025 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, an organizational chart, its FY 2025 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) provides a five-year forecast of DART's investments in capital infrastructure and assets. The CIP will be updated annually and be available as a standalone companion to this report.

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





EXECUTIVE SUMMARY

Overview

FY 2025 Annual Budget

Fiscal Outlook

Moving to Point B

Quick Facts



EXECUTIVE SUMMARY

OVERVIEW

On June 11, 2024, the DART Board approved the Point B Strategic Plan, concluding more than a year of dedicated work and extensive input from employees, Board members, and service area city representatives. The plan establishes the agency’s new vision and mission statements, updated cultural values, and an ambitious set of strategic goals, objectives, and initiatives to guide DART and shape mobility in our region for the next 10 years.

Although last year’s budget laid the groundwork for this plan, the FY 2025 budget is the first to begin formally implementing its six strategic goals. Together, these goals have the power to create lasting and meaningful change for our employees, our customers, our cities, and our region. This executive summary highlights some of the steps we will take in FY 2025 to accomplish each goal and ultimately to create best-in-class mobility experiences that help people and communities connect and flourish.

FY 2025 ANNUAL BUDGET

The FY 2025 Annual Budget—totaling \$1.76 billion—represents the first year of the 20-Year Financial Plan. The budget is balanced, meaning our sources of funds equal our uses of funds, and it complies with all Board-adopted Financial Standards.

Exhibit 1: FY 2025 Annual Budget

Budget	Total
Operating	\$721,101,398
Capital & Non-Operating	\$821,252,715
Debt Service	\$222,167,523
Total	\$1,764,521,636

The FY 2025 20-Year Financial Plan illustrates the affordability of DART’s capital and operating plans, devoting \$8.2 billion during the next 20 years to modernize our system and keep our capital assets in a state of good repair while maintaining strong debt service coverage ratios.

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 remains mixed, with some indicators of a strong economy and others signaling a possible recession. The economic outlook for Texas metropolitan areas is more positive than for the national economy, but uncertainties remain around the political climate, interest rates, and persistent inflation. We remain 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 forecast sales tax revenues of \$910.2 million in FY 2025, an increase of \$39.5 million (4.5 percent) from the FY 2024 budget and forecast. Over the 20 years of the financial plan, we project \$26.1 billion in sales tax revenue, a slight increase of \$133.2 million (0.5 percent) from the prior financial plan. As is our policy, these estimates are backed by forecasts from a professional economist and are prudently budgeted in this plan.

We must note that elected officials in several of our service area cities have demonstrated formal and informal support for reducing DART's sales tax rate and our sales tax budget, which would significantly and adversely impact these forecasts.

As a public agency, DART is deeply familiar with the economic pressures straining our cities, many of which we outlined above. Despite increasing ridership and notable customer experience improvements, we are still rebounding from the pandemic. Unfortunately, while decreased ridership results in lower passenger revenue, it does not result in lower costs—putting a bus on the street costs the same whether it has one passenger or 30, and we have heard loudly and clearly from our communities that they want more service, not less.

In fact, as this budget shows, we are working hard not only to maintain our services but to expand and improve them. Last year, we added two new bus routes in Irving and Plano, increased bus and light rail frequency across the system, and significantly expanded GoLink service hours and zones, all fully funded in this year's budget. We also continue to invest substantially in a clean, safe, and reliable experience for our riders.

We recognize that our cities are looking for new ways to make up budget shortfalls so they can continue building communities where people want to live, work, and play. A well-funded regional public transit system is key to that success, and we intend to continue as a ready and willing partner in that endeavor.

MOVING TO POINT B



Empowered Agency

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

To support the execution of the strategic plan, we are conducting an organizational assessment of the agency, focusing on procurement (purchasing), hiring, and data management processes and strategies. The evaluation will help us better allocate existing resources, eliminate duplicative or competing efforts, and identify opportunities to leverage data or innovative technology for performance management. We also expect this effort to highlight other areas in the agency that should be prioritized for process improvements.

Procurement is critical because it touches every department—streamlining procurement can accelerate every other process here at DART, paying dividends for years to come. We have already begun reworking the process with the introduction of Bonfire in 2023. We are furthering this effort with \$5.8 million in this year's Capital Improvement Program (CIP) for a new Enterprise Resource Planning (ERP) system, which will help us automate and manage core business processes such as payroll, accounts payable, budgeting, and procurement by integrating them into one system, improving communication and data flow.

Point B is intended to drive DART for the next five to 10 years. During that time, we will continuously review our practices and programs to align our activities with the strategic vision and Board-approved financial and service standards. This may include discontinuing efforts that no longer fall within the plan's scope so we can allocate resources to more high-value and high-impact projects and programs. DART will also aggressively seek new funding sources and grant opportunities to leverage local funds. Advancing initiatives in the Strategic Plan is always subject to final Board approval of the budget and financial plan.



Culture of Contribution

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

We are committed to building a culture where employees, customers, partners, and our communities believe in, connect to, and are enthusiastic about DART. We are also invested in creating a work environment that inspires all employees to be proud of our past and focused on our future.

In FY 2024, we began to develop a master plan for our bus operating facilities to modernize them, improve their efficiency and safety for employees, and support long-term fleet transition. We also began drafting recommendations for DART headquarters to 1) maximize space throughout the building, 2) increase employee morale, and 3) support employee retention and recruitment. We plan to bring these recommendations to the Board sometime in FY 2025. In the meantime, we are addressing state-of-good repair needs and improving the building's design and function.



DART volunteers at North Texas Food Bank

We also recognize that employee engagement and volunteerism strengthen DART's connections to the community. We are collaborating with external partners like Good Samaritans of Garland, Minnie's Food Pantry in Plano, and Network of Community Ministries in Richardson to sponsor opportunities for DART employees to serve.

Internally, we are developing action plans to address areas of improvement identified in the most recent employee engagement survey. These included fostering more effective and consistent communication between management and employees, increasing training and career development opportunities, and building a culture of trust and ownership. We expect to see the results of these changes in improved scores on the 2025 survey.



Quality Service

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

Security

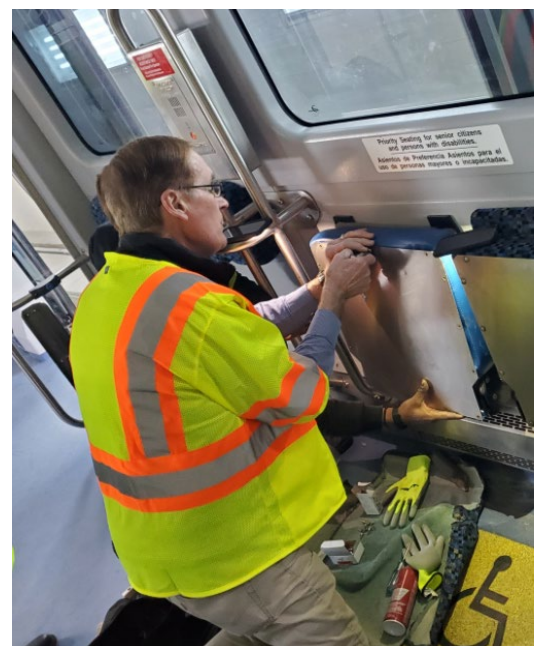
Our first objective for this goal is to ensure customers always feel secure on DART. To that end, we have developed a new five-year security strategy to ensure a safe working environment for all DART employees, provide a clean and secure transportation system for our riders, and encourage mutual trust and partnership with those we serve. These efforts will build on the success of our investments in security and cleanliness over the last two years, which have contributed to improved customer satisfaction and continued positive ridership growth.

We will also continue deploying DART police officers, fare enforcement officers, transit security officers (TSOs), and station ambassadors on vehicles and at facilities to provide a uniformed presence and remind riders of DART's code of conduct. The \$18 million TSO contract funded last year will continue through FY 2025, and we are adding \$4.7 million to the armed security guard contract to provide around-the-clock protection for our people and property at bus and rail operating facilities. Lastly, we are continuing the DART Cares pilot program, which connects riders experiencing homelessness or behavioral health crises with appropriate community resources.

Cleanliness

Over the last two years, DART has demonstrated a renewed commitment to providing our riders a safe and clean experience. The Clean Team initiative—increased cleanings for bus stops, bus shelters, rail stations, transit centers, and vehicles in service throughout the day—received such positive feedback from customers that we have fully integrated it into our operating budget in FY 2025. This will positively impact every rider, from commuters to State Fair attendees.

As of June 28, 2024, we have also fully replaced all cloth seating with more comfortable and easy-to-clean vinyl across our bus and light rail fleets (plus the Dallas Streetcar), totaling more than 34,000 seats.



Retrofitting LRV cloth seats with vinyl

Additionally, we continue to replace the glass panels in and around our light rail station elevators with polycarbonate panels to improve safety, cleanliness, and functionality. By eliminating broken panels, we are saving about \$450,000 in glass repairs each year (plus the costs of bus bridges when elevators are non-functional), allowing us to hire two new field inspectors to ensure we meet our higher cleanliness standards and a project manager to help us deliver more capital projects timely.

Reliability

Quality service must also be reliable and safe, which requires us to maintain our assets in a state of good repair. When assets are well-maintained, they operate more effectively and cost-efficiently and require fewer repairs.

We have just completed assessing the condition of 100 percent of our assets, setting a baseline that will help us create a plan and funding strategy to bring all assets into a state of good repair within 10 years. Although this year’s CIP does not fully incorporate these findings, we have identified any critical items that must be addressed immediately, and we expect the plan to be fully integrated into the FY 2026 financial plan.

One major effort continuing in FY 2025 is the \$2.5 billion DART Transform program, which will modernize and enhance safety, reliability, and accessibility across the system. The program includes replacing our oldest buses and light rail vehicles (LRVs), modifying facilities to support new vehicle maintenance, unifying various legacy signaling systems, increasing track resilience to extreme heat and cold, and ensuring all riders have access to level boarding platforms.

These efforts will elevate the customer experience for riders who rely on DART today and play a key role in our service area cities’ efforts to attract new businesses and residents, including the three million people expected to move to the region in the next 20 years.

Exhibit 2: DART Transform Program Schedule

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33	FY 34
LRV Replacement	DESIGN		PHASED PRODUCTION & DELIVERY							
Platform Full Raise	CONSTRUCTION									
Operating Facility Mods		NWROF CONSTR.	CROF CONSTR.							
CDCC	OPENS 11/2024									

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33	FY 34	
Unified Signaling System	IMPLEMENTATION										
Resilience	IMPLEMENTATION										
Bus Replacement	DESIGN		PHASED PRODUCTION & DELIVERY								

Unfortunately, modernization efforts take time, and aging infrastructure sometimes requires more urgent attention. The Mockingbird Depression is an underpass of the Green and Orange lines under Mockingbird Lane near Love Field that is about 1,700 feet long and 20 feet at its deepest point. The area includes a high-water table with constant groundwater inflow along the trench, and in recent years, DART has noticed the concrete on the side walls deteriorating.

While this poses no immediate safety concerns, we are assessing the structure and surrounding soil conditions to develop conceptual solutions for repair, and we are actively monitoring the area for any changes. We have included \$56 million in the CIP for this project, including completion of the current assessments, draft repair and selective replacement designs, and construction of the proposed repair alternative, which will require extensive coordination to facilitate construction while maintaining rail service. The project is planned for FY 2025 through FY 2028, with construction primarily in FY 2026 and FY 2027.



Seamless Mobility

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

Expanding access to and choice of mobility options will not only improve the network for existing riders but also inspire more people to use it. In FY 2024, we invested nearly \$14 million to advance several service improvements for bus, light rail, and GoLink riders. We increased bus service on several existing routes, including providing 10-minute service most of the day on Route 22 between Forest Lane Station in Dallas and Forest/Jupiter Station in Garland, and we added two new bus routes in Irving and Plano.

We also increased weekend frequency on all four light rail lines to 20-minute service between 6 a.m. and 10 p.m. to support weekend ridership that now exceeds pre-pandemic levels. Lastly, we continued to prioritize GoLink service growth, including extended hours in all zones from 5 a.m. to midnight every day. We have fully funded all these essential service increases in FY 2025.



Rider using wheelchair boards bus at Downtown Irving/Heritage Crossing Station

Additionally, DART is committing \$602 million over eight years for a new mobility management services contract that begins October 1. The new contractor, Transdev, will provide paratransit services to approximately 11,000 certified riders across all 13 service area cities in compliance with the Americans with Disability Act (ADA) and manage GoLink operations in all 34 zones. Transdev will also introduce a new fleet of vehicles

and integrate all services onto a single technology platform.

Excitement continues to build for DART's newest service expansion, the Silver Line, slated to open in late 2025/early 2026. DART's first east-west rail connection will link major employment and commercial centers in Addison, Richardson, Plano, Dallas, and Carrollton and provide another access point to DFW International Airport and our regional partners, Trinity Metro and DCTA. We began test-driving the trains on the Trinity Railway Express (TRE) tracks in May, and we expect to start segmented testing on the Silver Line tracks later this summer.



Map of Silver Line route as part of existing rail system

In addition to increased service, we are continuing efforts to create a seamless and convenient trip experience. We anticipate the Board will adopt a new fare structure before the end of FY 2024 that focuses on simplicity, equity, and ease of use. Coupled with improvements to the GoPass app and tap card, additional contactless payment options, and the recently approved purchase of new ticket vending machines (TVMs), DART intends to create a more understandable and user-friendly fare payment system.



Converting destination signs on light rail vehicles from rollers to digital signs that are easier to update

We will also continue replacing about 170 obsolete passenger information displays (PIDS), which currently display only arrival information, with upgraded units that convey arrival, departure, emergency, and safety information to our light rail and TRE passengers visually and audibly. We have added \$1 million to the CIP to upgrade our buses' remaining 57 first-generation PIDS. These displays and updates to our GTFS-Realtime data feed will allow riders to more easily navigate the

system using their preferred navigation apps and the information available at our stops and stations.



Fantastic Spaces

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

DART transit facilities are an important driver of economic development within the service area. From just 2019 to 2021 (including the height of the COVID-19 pandemic), economic development within a ¼-mile of DART's light rail stations produced \$49.6 million in state and local tax revenue (not including sales tax directed to DART) and created 10,747 jobs.

DART is currently partnering with its cities to implement 11 transit-oriented development (TOD) projects around its facilities, including Addison Transit Center (soon to include the Silver Line Addison Station), Arapaho Center in Richardson, and Trinity Mills Station in Carrollton, which began construction in December 2023. We are partnering with Dallas on five projects (Hampton Station, Buckner Station, Lake June Station, Royal Station, and Westmoreland Station) and one at Mockingbird Station, which is expected to break ground in 2025.



Addison Station

In the coming years, DART will intently pursue additional opportunities for public-private partnerships to implement such developments, particularly with its service area cities. We are actively working toward two TOD projects in collaboration with Garland at the South Garland and Lake Ray Hubbard transit centers, and we are in discussions about MLK Station in Dallas and Parker Road Station in Plano.

Beyond TOD, DART has established guidelines for mobility hubs—spaces where various mobility options connect to give people convenient ways to complete their trips, whether through DART services like bus, rail, or GoLink or using options like private shared-ride services, bikeshare, scooters, or even walking. DART has more than 80 passenger facilities where such options connect, and the guidelines help us evaluate which elements are best suited to each location based on community needs and local context. Although the timeline for every facility is different, we have begun developing design concepts for these elements at some stations, and we expect to start implementation in the near term.

We are also carefully reviewing our real estate assets to ensure they serve our cities' highest and best use. This includes identifying vacant properties or underutilized parking lots that can be transformed into fantastic spaces that feed economic development and induce ridership. DART is also investigating whether its bus operating facilities can be reconfigured or combined with other locations to allow for redevelopment of the DART property. Additionally, DART is engaging with the development community, city economic development departments, and nonprofit organizations to explore ways to better activate DART real estate assets to spur economic development.



Texas Forever Fest 2024, Downtown Plano Station

Beyond the economic impact, developing areas near DART light rail stations and transit centers is a critical step toward creating a transportation system where public transit is convenient and easily accessible. We are collaborating closely with our service area cities to develop “area plans” for each city that identify where city and DART goals align to increase transit use and economic growth and leverage opportunities for external funding.

The final product will be a unique program outlining projects that take advantage of each city’s capital improvement plans and DART’s own plans for mutual benefit.

In addition to better activating DART spaces, we are upgrading and replacing our bus stop amenities, many of which are at least 20 years old. This program intends to create a stop environment that is secure, comfortable, informative, and accessible to all users, regardless of mobility needs. In the FY 2024 financial plan, we funded more than 400 new shelters, 675 benches, and 207 freestanding lights to be installed through FY 2027.

In this year's plan, we are funding Phase 2 of the project, which includes 1,015 new shelters and 17 passenger transfer locations (PTLs), which have a larger footprint than typical shelters and are selected based on ridership and route needs—this phase is scheduled to be complete by FY 2030. We have also established a 10-year replacement cycle for shelters to ensure they remain clean, safe, and functional in the future.



Conceptual bus shelter rendering



Strategic Relationships

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

For DART to succeed, we will need strong partnerships with the cities in our service area and other agencies and cities throughout the region.

At the request of some of our service area cities, the Board approved an independent study by Ernst & Young in February 2024 to allocate DART's FY 2023 operating, capital, and debt costs by city. E&Y presented their results to the Board in September 2024. Concurrently, the NCTCOG initiated a "Regional Transit 2.0" study to assess the effectiveness of regional transit today and propose ways for DART and its partners to play a stronger role in the future to meet the mobility demands of our growing region; the results of that study are expected by the end of this calendar year.

While we recognize both reports will likely prompt further discussion, we intend to continue working closely with our cities to better leverage DART to advance their strategic goals. Part of positioning DART as a regional leader will be communicating clearly, frequently, and proactively. To that end, we are implementing a strategy to put DART leadership front and center in the region, share our message early and often with our partners and the media, present performance data to stakeholders, and transparently communicate successes and

failures. This new approach will help us build trust in the larger community and deepen local and regional support for DART and public transit.

One area where DART already plays a major role is in delivering thousands of people to special events throughout the region, from Mavericks and Stars games at the American Airlines Center in Dallas to concerts at venues like the Toyota Music Factory in Irving or Dickies Arena in Fort Worth.



The State Fair, particularly the Red River Rivalry football game between the Texas Longhorns and the Oklahoma Sooners, is a huge annual event that brought more than 92,000 people to DFW this year. DART special events staff, plus about 150 volunteers helped visitors navigate the system and pay their fares, instilling confidence in our riders.

Visitors to the State Fair of Texas / Red River Showdown

In June and July 2026, DFW will host nine men’s FIFA World Cup matches, including one of the semifinals. While all nine games will be played at AT&T Stadium, additional activities will happen throughout the region, including a daily fan festival at Fair Park. DART is actively involved with the NCTCOG World Cup Transportation Committee and will develop an interlocal agreement in FY 2025 outlining transit resources and external funding requirements to ensure a positive DART experience for our regular riders and visitors from around the world.

QUICK FACTS

Exhibit 3: Year-over-Year Operating Expenses by Department (\$M)

Operating Expenses	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2024 Forecast	FY 2025 Budget	FY 2025 to FY 2024
Agency Initiatives ¹	\$15.0	\$4.4	(\$2.2)	\$1.2	\$7.5	449.0%
Agency Safety & Compliance	1.9	2.6	3.7	3.3	4.3	15.7%
Benefits ¹	(0.6)	11.5	0	(3.8)	0	0%
Board Support, Office of	0.9	0.9	1.2	0.9	1.1	(4.2%)
Bus Operations	127.3	145.4	155.8	155.0	157.3	1.0%
Bus & Rail Operations Training ²	8.2	14.0	9.3	8.1	8.9	(3.7%)
Capital Design & Construction ³	3.1	4.5	6.7	6.3	5.4	(19.0%)
Capital P&D Allocation ¹	(12.8)	(15.5)	(16.5)	(18.3)	(18.0)	(8.9%)

Operating Expenses	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2024 Forecast	FY 2025 Budget	FY 2025 to FY 2024
Capital Planning	1.3	1.5	2.2	2.0	2.0	(7.8%)
CEO, Office of the	1.4	1.6	2.9	2.7	3.0	1.0%
Chief Administrative Office	1.5	0.6	0	0	0	0.0%
Communication Strategy	0.9	1.5	3.1	2.8	2.8	(8.2%)
Commuter Rail Operations	33.0	31.8	37.0	35.7	38.6	4.2%
Development Administration ³	1.7	2.5	3.5	3.3	3.7	5.7%
Diversity & Vendor Management	1.4	1.3	1.2	1.1	1.1	(9.9%)
EEO & Cultural Engagement	0	0.3	1.2	1.0	1.4	13.7%
Engineering & Technical Services	2.7	4.7	6.0	5.8	5.8	(2.3%)
Finance	23.2	24.2	30.4	29.8	28.9	(5.0%)
General Counsel, Office of	3.1	3.4	4.3	3.5	4.0	(5.2%)
Government & Community Relations	1.7	1.8	2.5	2.3	2.3	(7.1%)
Human Resources	4.4	6.5	7.0	6.3	6.8	(2.8%)
Internal Audit, Office of	1.5	1.4	1.7	1.7	1.7	(0.7%)
Light Rail Operations	28.0	32.1	34.8	34.1	33.6	(3.7%)
Maintenance of Way & Facility Maintenance	70.3	82.1	87.7	91.5	89.1	1.6%
Marketing	10.0	11.7	11.7	10.1	11.0	(5.7%)
Materials Management	6.9	7.9	8.6	8.4	8.4	(2.2%)
Mobility Management Services	37.6	48.1	64.8	67.3	84.9	31.1%
Police	39.2	48.3	58.3	55.1	58.0	(0.6%)
Procurement	5.3	4.6	5.1	3.9	6.0	18.3%
Public Relations ⁴	0.8	1.2	3.1	3.0	4.4	41.4%
Real Estate & Economic Development ³	3.6	3.1	4.3	4.0	4.1	(6.6%)
Regional Rail ROW	0.1	0.1	0.1	0.1	0.2	50.0%
Service Planning & Scheduling	7.4	8.5	5.8	5.7	6.4	10.8%
Strategy & Transformation ⁵	0.1	0.6	2.3	2.3	3.0	31.4%
Technology	27.4	31.1	39.0	38.7	42.5	9.0%
Transit Operations & Service Delivery	1.3	1.6	2.1	1.8	2.2	4.0%
Vehicle Maintenance ²	91.8	103.4	98.5	109.2	98.6	0.1%
Total Operating Expenses	\$550.8	\$635.3	\$687.2	\$685.9	\$721.1	4.9%

¹ These categories are necessary to budget operating costs correctly; they do not have any positions and are not included in the Departments section of this document

² New department created from existing cost centers in Bus Operations and Light Rail Operations

³ New department created by splitting Capital Program Development

⁴ New department created from existing cost centers in Marketing

⁵ Formerly Innovation, now reporting to the Chief of Staff

Exhibit 4: Year-over-Year Positions by Department

Department	FY 2022	FY 2023	FY 2024	FY 2025
Agency Initiatives ¹	0	62	0	0
Agency Safety & Compliance	16	22	27	27
Board Support, Office of	5	5	6	6
Bus Operations	1,822	1,726	1,413	1,415
Bus & Rail Operations Training ²	0	0	36	37
Business Innovation ³	7	7	0	0
Capital Design & Construction ⁴	33	43	28	22
Capital Planning	10	13	14	14
CEO, Office of the	8	10	6	6
Communication Strategy	0	0	9	13
Commuter Rail Operations	15	10	10	10
Development Administration ⁴	0	0	24	24
Diversity & Vendor Management	15	7	9	8
EEO & Cultural Engagement	0	8	8	8
Engineering & Technical Services	51	50	35	34
Finance	107	108	127	123
General Counsel	19	19	19	19
Government & Community Relations	13	13	14	11
Human Resources	38	43	43	43
Internal Audit, Office of	9	9	9	9
Light Rail Operations	792	497	323	320
Maintenance of Way & Facility Maintenance	0	365	386	385
Marketing	89	89	78	72
Materials Management	79	79	80	80
Mobility Management Services	49	46	46	46
Police	429	400	402	368
Procurement	34	48	53	52
Public Relations ⁵	0	9	16	16
Real Estate & Economic Development ⁴	0	0	12	19
Service Planning & Scheduling	27	22	22	22
Strategy & Transformation ³	10	6	7	10
Technology	76	80	95	96
Transit Operations & Service Delivery	7	8	11	10
Vehicle Maintenance ²	0	0	507	507
Total Positions	3,760	3,804	3,875	3,832

¹ This category is necessary to budget operating costs correctly

² New department created from existing cost centers in Bus Operations and Light Rail Operations

³ Business Innovation is now Strategy & Transformation, reporting to the Chief of Staff

⁴ New department created by splitting Capital Program Development

⁵ New department created from existing cost centers in Marketing

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

Although COVID-19 caused DART ridership to plummet, implementing the redesigned bus network and concerted efforts to improve the rider experience have restored overall system ridership to nearly 80 percent of pre-pandemic levels.

Exhibit 5: Ridership by Mode (000s)

Mode	FY 2022 Actual	FY 2023 Actual	Projected					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Bus	22,664	25,926	30,747	34,510	36,580	37,312	38,058	38,058
Light Rail	17,676	20,495	23,485	26,162	27,470	28,020	28,580	28,580
GoLink*	334	917	1,516	1,892	1,911	1,931	1,950	1,950
TRE	1,066	1,137	1,224	1,297	1,362	1,389	1,417	1,417
Silver Line	0	0	0	0	1,370	2,076	2,129	2,129
Streetcar	702	545	499	519	544	555	566	566
Paratransit	734	860	968	1,036	1,046	1,057	1,067	1,067
Total	43,176	49,879	58,439	65,416	70,285	72,339	73,768	73,768
YOY Growth	19.6%	15.5%	17.2%	11.9%	7.4%	2.9%	2.0%	0.0%

*The vanpool program shifted to Trinity Metro and DCTA in FY 2022

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 selling passenger tickets, passes, or other fare payment methods. 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 places on providing affordable transit services to all riders within our 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 continued efforts to improve its existing services to positively impact both.

Exhibit 6: Farebox Recovery Ratio by Mode

Mode	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Projected	
						FY 2024	FY 2025
Fixed-Route (M)	12.3%	7.7%	5.4%	5.9%	5.6%	6.3%	6.3%
Bus	8.8%	5.4%	3.9%	6.2%	5.2%	5.2%	5.5%
Light Rail	15.5%	9.8%	6.9%	6.1%	6.6	8.2%	7.9%
TRE	23.7%	16.3%	8.9%	3.8%	4.1%	5.6%	5.3%
Total Agency (M)	12.3%	7.7%	5.4%	5.9%	5.6%	6.3%	6.3%

Subsidy Per Passenger

Like farebox recovery, the subsidy per passenger measures 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:

$$(Operating\ Expenses - Operating\ Revenues) / Passenger\ Boardings$$

The subsidy per passenger dramatically increased in FY 2020 and through FY 2021 as passenger counts and operating revenues declined due to COVID-19. However, it began to improve in FY 2022 and is trending downward for some modes; certain modes are increasing based on ridership projection or Board-approved contract increases.

Exhibit 7: Subsidy per Passenger by Mode

Mode	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	Projected				
				FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Bus	\$10.39	\$10.95	\$11.94	\$10.11	\$9.71	\$9.76	\$9.75	\$9.89
Light Rail	9.61	8.55	8.34	7.71	7.44	7.41	7.41	7.51
GoLink	21.62	17.43	17.12	12.29	12.49	12.97	13.48	14.06
TRE	34.16	26.57	30.40	31.14	29.26	29.54	29.83	30.62
Silver Line	0.00	0.00	0.00	0.00	14.04	14.25	14.24	14.57
Streetcar	11.37	3.36	4.16	5.83	5.67	5.67	5.66	5.78
Paratransit	49.01	45.57	49.49	58.54	59.69	62.30	64.87	66.76

Sales Tax Used for Operating Expenses

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, which has normalized as sales tax revenues come back in line with economic forecasts.

Exhibit 8: Percent of Sales Tax Used for Expenses

Mode	FY 2024 Budget	Projected					5-Year Total
		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Operating	66.7%	79.7%	75.1%	76.9%	77.3%	77.2%	77.2%
Capital	21.4%	12.4%	15.6%	11.4%	13.7%	18.5%	14.1%
Debt Service	100%	100%	72.3%	100%	100%	100%	93.5%

Administrative Ratio

The administrative ratio measures administrative costs as a percentage of direct operating costs. DART determines this measure using the calculation below:

$$(Administrative\ Costs - Administrative\ Revenues) / (Direct\ Costs + Startup\ Costs)$$

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. Financial Standard B6 requires management to keep the administrative ratio at or below 12 percent, and it cannot increase two years in a row.

Exhibit 9: Administrative Ratio

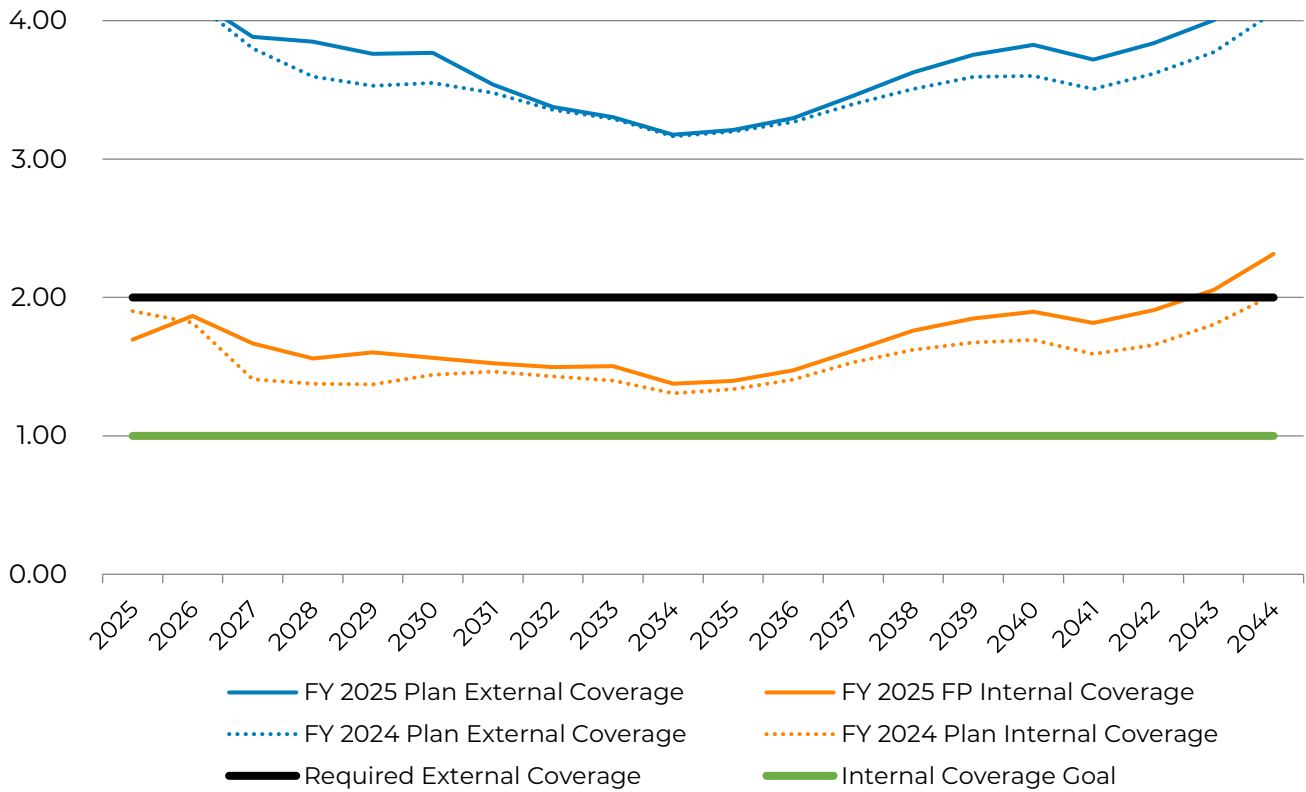
FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
9.8%	9.8%	10.3%	9.1%	9.1%	9.8%	9.8%

Debt Coverage Ratios

The internal and external coverage ratios measure DART's ability to meet its debt service payments and demonstrate the financial plan's affordability. 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.

The standard defines the internal coverage ratio as the ratio of gross sales tax revenues plus operating revenues plus interest income minus operating expenses to annual debt service on long-term debt. This ratio must be at least 1.0—i.e., total revenues minus operating expenses should be at least as great as total annual debt service. The FY 2025 20-Year Financial Plan meets this standard for both ratios.

Exhibit 10: Coverage Ratios





WHO WE ARE

- About Us
- Board of Directors
- Strategic Plan
- Our Team
- Our Services



ABOUT US

Dallas Area Rapid Transit (DART) is a \$1.8 billion agency providing modern public transit services and customer facilities tailored to make travel fast, comfortable, and economical. We move more than 160,000 passengers each weekday across more than 700 square miles in the North Texas region. Our service area cities are Addison, Carrollton, Cockrell Hill, Dallas, Farmers Branch, Garland, Glenn Heights, Highland Park, Irving, Richardson, Rowlett, Plano, and University Park.



BOARD OF DIRECTORS

A 15-member Board of Directors governs DART, approving DART's budget, 20-year financial plan, and other system planning efforts and 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 from conducting DART business.

Gary Slagel, Chair

Addison, Highland Park, Richardson, and University Park

Rodney Schlosser, Vice Chair

Dallas

M. Nathan Barbera, Secretary

Farmers Branch and Plano

Flora M. Hernandez, Assistant Secretary

Dallas

Marc C. Abraham

Garland

D'Andrala D. Alexander

Dallas

Randall Bryant

Dallas

Mark C. Enoch

Garland, Glenn Heights, and Rowlett

Carmen Garcia

Dallas

Doug Hrbacek

Carrollton and Irving

Patrick J. Kennedy

Dallas

Enrique MacGregor

Cockrell Hill and Dallas

Richard H. Stopfer

Irving

Paul N. Wageman

Plano

Michele Wong Krause

Dallas

STRATEGIC PLAN

On June 11, 2024, the DART Board approved the Point B Strategic Plan to shape the agency and mobility in our service area over the next 10 years. Our strategic vision moves DART from where we are today (Point A) to where we want to go (Point B). In this future, DART transforms from a service that people sometimes use to a valued regional economic and mobility asset that helps cities and people thrive.

The plan's six strategic goals, outlined below, define how we will deliver on this promise. Together, these goals can create long-lasting and meaningful outcomes for everyone—employees, customers, service area cities, and our region.

OUR VISION

Your first-in-mind mobility partner.

OUR MISSION

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

OUR STRATEGIC GOALS



Empowered Agency

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



Culture of Contribution

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



Quality Service

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



Seamless Mobility

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



Fantastic Spaces

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

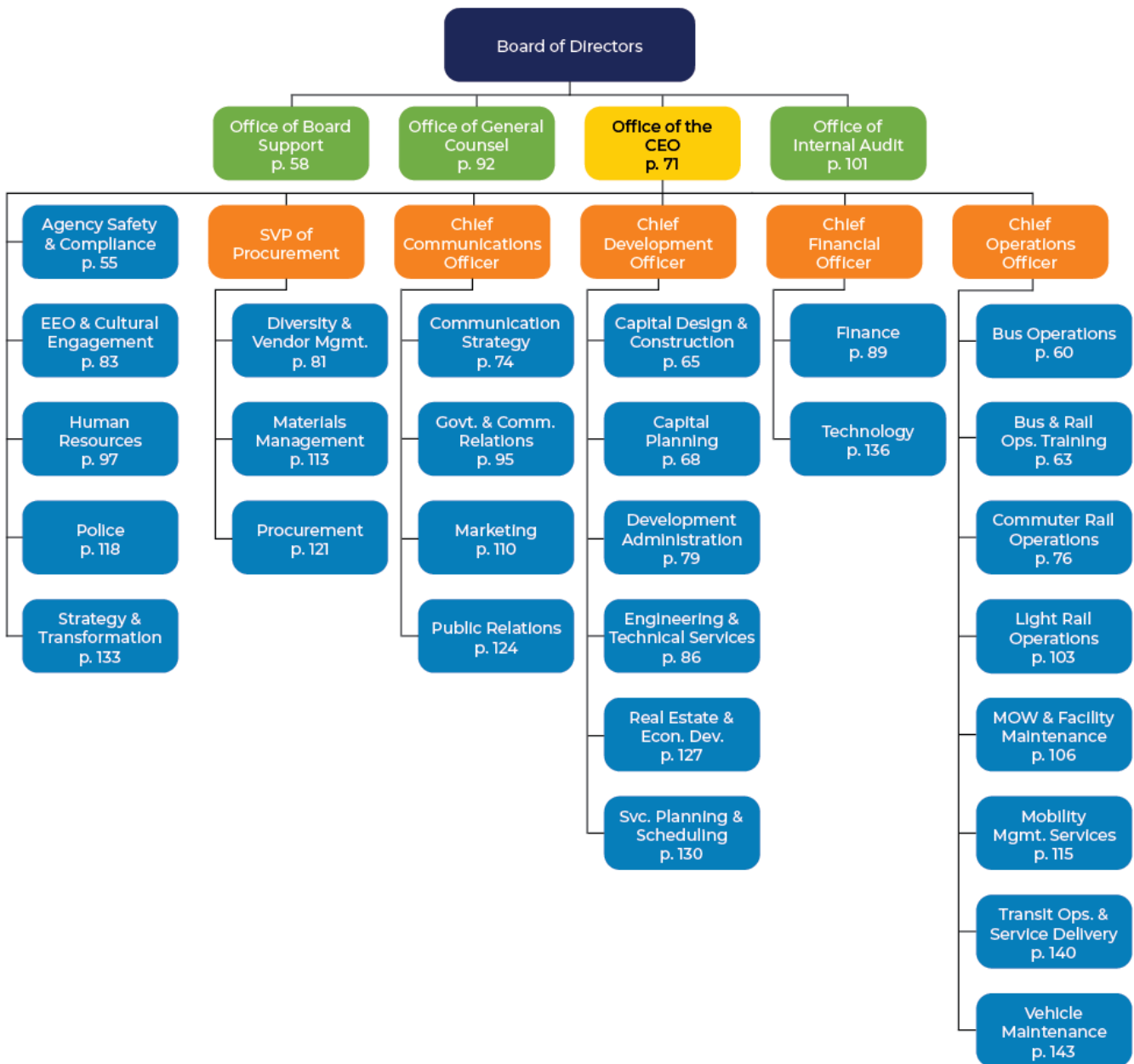


Strategic Relationships

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

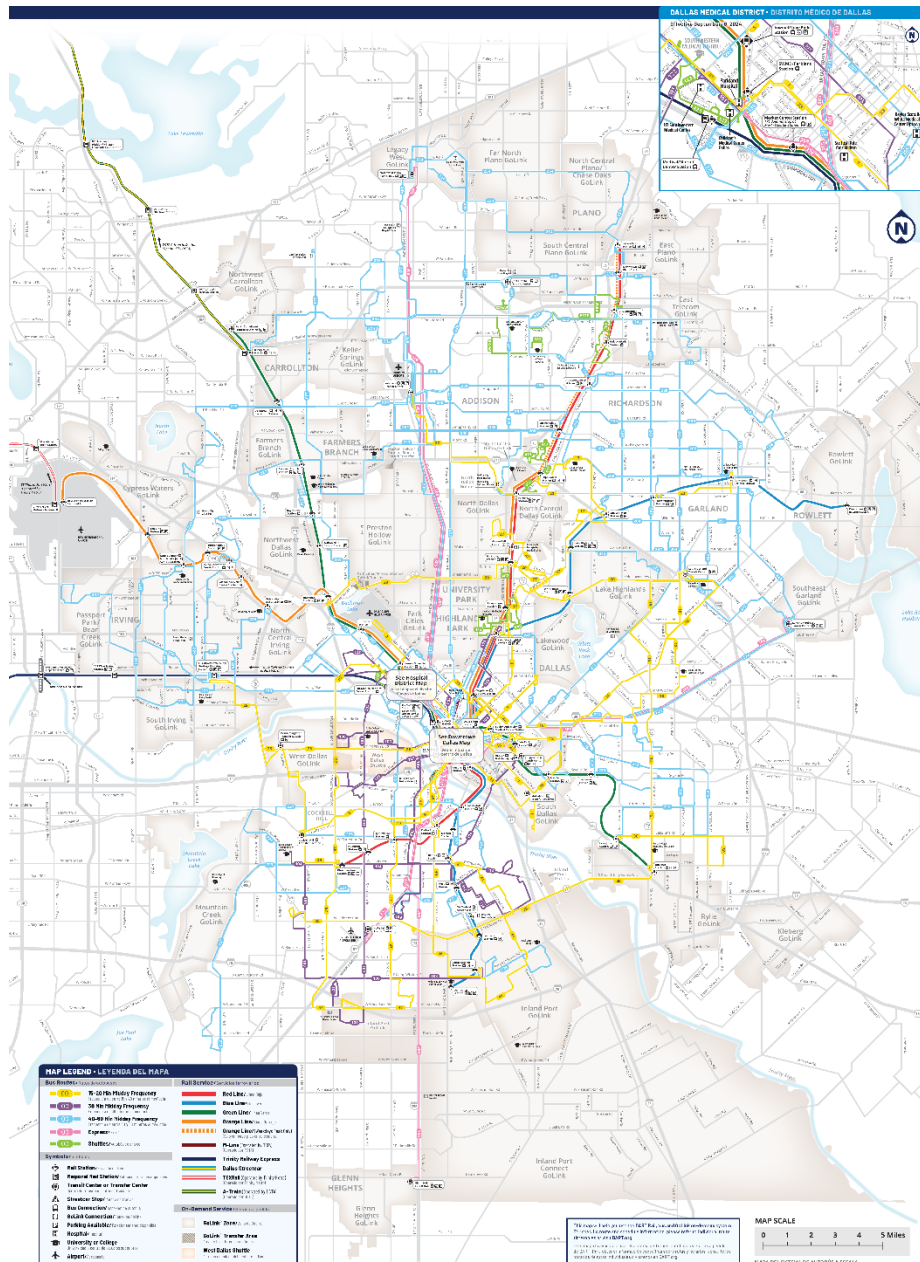
OUR TEAM

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 agency’s organization by department. More details on each department’s responsibilities are included in the Departments section of this document.



OUR SERVICES

DART was created by voters in 1983 to provide public transportation and complementary services funded by a one-percent sales and use tax from our service area cities. Today, DART operates a 93-mile light rail system with 65 stations, 570 buses with 14 bus transfer facilities, and the 34-mile Trinity Railway Express between Dallas and Fort Worth. DART's other services include paratransit, special event services, and the largest microtransit operation in North America, with 36 GoLink zones and pilots and 359 square miles of coverage.



System map, effective September 16, 2024

Light Rail

Light rail transit (LRT) is electrically powered and 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. In FY 2024, we increased weekend service to 20-minute headways from 6 a.m. to 10 p.m.



Rail system map, effective February 19, 2024

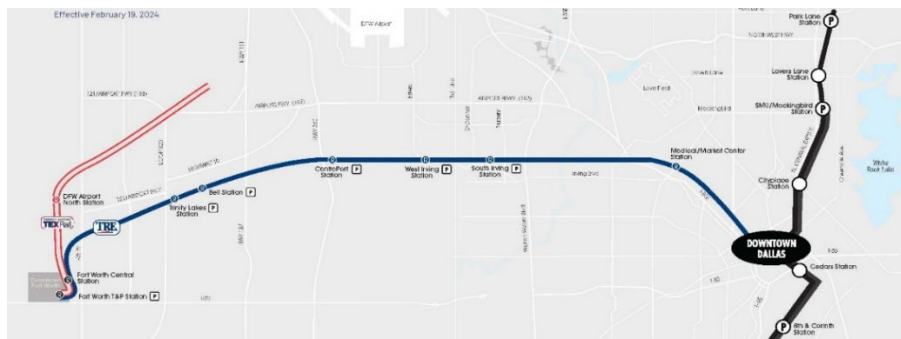
Bus

DART operates 76 local bus routes, 11 shuttle routes, and 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. In FY 2024, we added a new Story Road route in Irving and a new Legacy Drive route to provide east-west service in Plano. In addition, we realigned bus routes to optimize and increase service in Addison, Dallas, and Garland.

- | | |
|-----------------------------------|-----------------------------|
| 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

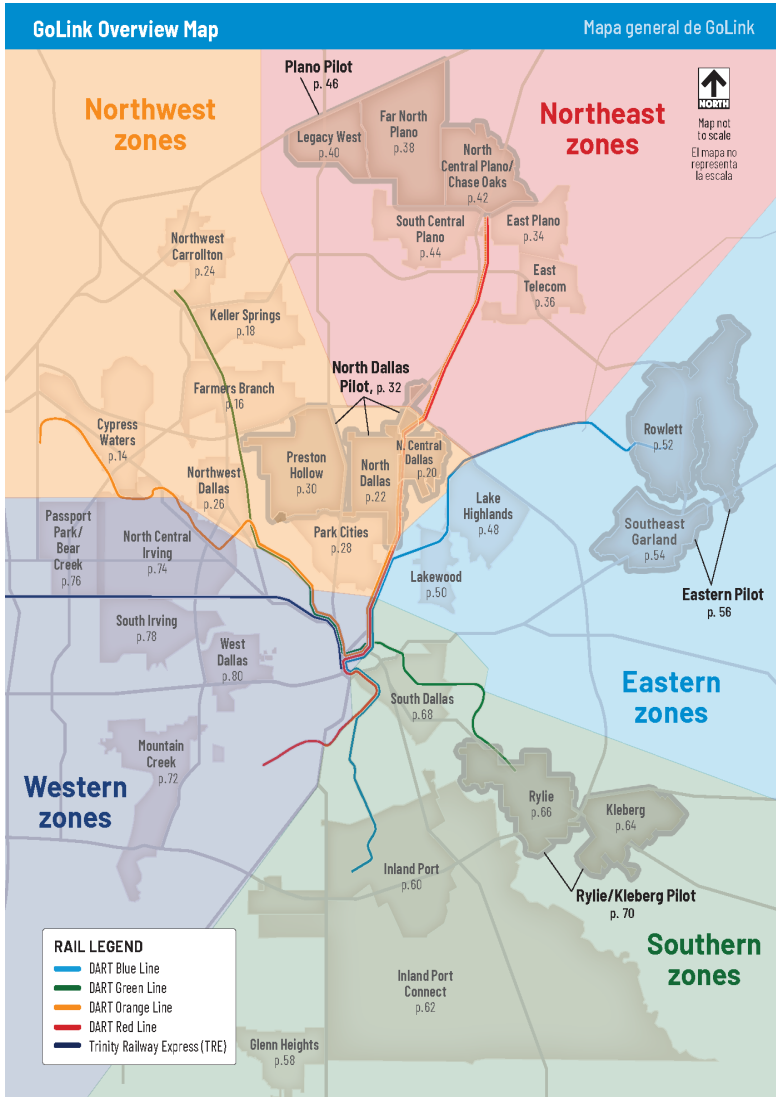
The Trinity Railway Express (TRE) provides diesel-powered commuter rail services on a 34-mile corridor between Dallas and Fort Worth jointly owned and operated by DART and Trinity Metro (through a contract with Herzog Transit Services). Trains run every 30 minutes on weekdays and every hour on Saturdays;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



TRE station map, effective February 19, 2024

Paratransit

DART is responsible for providing complementary paratransit services per the Americans with Disabilities Act of 1990 (ADA), which we do through a contract with Transdev. DART’s paratransit program offers door-to-door service for people with disabilities who cannot use DART’s fixed-route buses or trains. The shared-ride service operates with a combination of DART and contracted vehicles to serve approximately 10,600 certified riders. We also provide all customers with free training on riding the system 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 from 5 a.m. to midnight seven days a week.

Special Event Services

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



ANNUAL BUDGET

Overview

How We Budget

FY 2025 Annual Budget



FY 2025 ANNUAL BUDGET

OVERVIEW

The FY 2025 Annual Budget corresponds to the first year of the 20-Year Financial Plan and totals \$1.76 billion, as shown below.

Exhibit 11: FY 2025 Annual Budget

Budget	Total
Operating	\$721,101,398
Capital & Non-Operating	\$821,252,715
Debt Service	\$222,167,523
Total	\$1,764,521,636

DART's overall budget decreased by \$38.8 million (2.2 percent) from the FY 2024 budget, largely due to a \$73.2 million decrease (8.2 percent) in the capital and non-operating budget, offset by an increase of \$33.9 million (4.9 percent) in the operating budget. The debt service budget changed negligibly, increasing by \$0.5 million (0.2 percent).

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

This section of the document discusses the budget process, followed by breakdowns of FY 2025 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 requires that we give our service area cities 30 days to review the annual budget, which then requires a majority vote by the Board for approval.

We prepare DART's annual budget in the same format as our 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 so are reported as a single enterprise fund. Enterprise accounting is used 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 occur.

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 and non-operating projects but 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 and non-operating projects are budgeted for the life of the project, and funds do not have 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 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 that the 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 2025 Financial Plan. A more detailed discussion of structural balance can be found in the Financial Plan section.

FY 2025 ANNUAL BUDGET

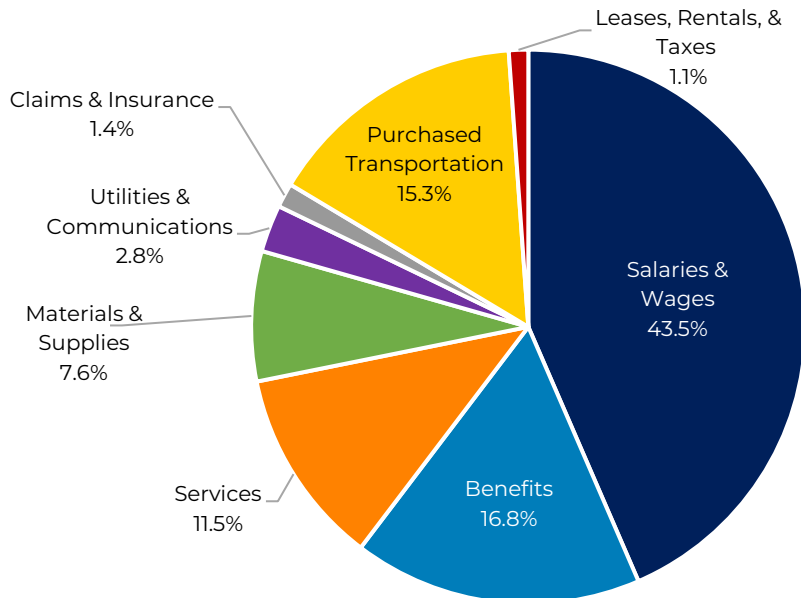
Operating

The FY 2025 operating budget is \$721.1 million, 60.3 percent of which is employee compensation in the form of salaries and wages (\$325.6 million) and benefits (\$128 million). The next largest component is purchased transportation at \$114.5 million, or 15.8 percent of the operating budget.

Exhibit 12: Year-over-Year Operating Expenses by Object Classification (\$M)

Operating Expenses	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2024 Forecast	FY 2025 Budget	FY 2025 to FY 2024 Budget
Salaries & Wages	\$257.2	\$293.5	\$310.3	\$310.0	\$325.0	4.7%
Benefits	111.2	133.5	133.8	124.5	125.8	(6.0%)
Services	55.2	66.5	80.1	81.1	85.9	7.2%
Materials & Supplies	42.9	49.9	52.6	56.8	56.6	7.6%
Utilities & Communications	17.6	18.8	20.1	21.6	20.6	2.5%
Claims & Insurance	8.6	7.8	10.6	10.8	10.6	0.0%
Purchased Transportation	65.7	75.4	92.4	92.8	114.2	23.6%
Leases, Rentals, Taxes, & Other	5.2	5.4	8.7	7.1	8.5	(2.8%)
Capital & Reserves	(12.8)	(15.5)	(21.4)	(18.6)	(26.1)	22.0%
Total Operating Expenses	\$550.8	\$635.3	\$687.2	\$685.9	\$721.1	4.9%

Exhibit 13: FY 2025 Operating Expenses by Object Classification



Salaries & Wages

The budget for salaries and wages is \$325.0 million, a \$14.7 million (4.7 percent) increase from FY 2024, driven mainly by full-year funding of expanded bus and rail service and merit and wage increases. This is partially offset by the elimination of 38 positions in Police and Finance to fund expanded security guard services across the system.

Exhibit 14: Year-over-Year Salaries & Wages (\$000s)

Object Classification	FY22 Actuals	FY23 Actuals	FY24 Budget	FY24 Forecast	FY25 Budget	% Variance
Operator Payroll	\$89,331	\$105,977	\$108,771	\$108,680	\$113,224	4.1%
Non-Operator Payroll	46,691	50,109	56,512	52,810	59,297	4.9%
Non-Operator Overtime	9,147	14,244	5,314	13,394	5,891	10.9%
Admin Payroll	94,849	111,377	130,602	122,519	129,625	(0.7%)
Admin Overtime	4,768	7,922	3,888	8,632	4,008	3.1%
Part-Time/Temporary	550	555	678	534	526	(22.4%)
Merit & Bonuses	11,866	3,343	4,581	3,384	12,429	171.3%
Total Salaries	\$257,201	\$293,527	\$310,346	\$309,953	\$324,999	4.7%

Exhibit 15: FY 2025 Budgeted Full-Time Employees

Department	FY 2022	FY 2023	FY 2024	FY 2025
Agency Initiatives ¹	0	62	0	0
Agency Safety & Compliance	16	22	27	27
Board Support, Office of	5	5	6	6
Bus Operations	1,822	1,726	1,413	1,415
Bus & Rail Operations Training ²	0	0	36	37
Business Innovation	7	7	0	0
Capital Design & Construction ³	33	43	28	22
Capital Planning	10	13	14	14
CEO, Office of the	8	10	6	6
Communication Strategy	0	0	9	13
Commuter Rail Operations	15	10	10	10
Development Administration ³	0	0	24	24
Diversity & Vendor Management	15	7	9	8
EEO & Cultural Engagement	0	8	8	8
Engineering & Technical Services	51	50	35	34
Finance	107	108	127	123
General Counsel, Office of	19	19	19	19
Government & Community Relations	13	13	14	11
Human Resources	38	43	43	43
Internal Audit, Office of	9	9	9	9
Light Rail Operations	792	497	323	320
MOW & Facility Maintenance	0	365	386	385
Marketing	89	89	78	72
Materials Management	79	79	80	80

Department	FY 2022	FY 2023	FY 2024	FY 2025
Mobility Management Services	49	46	46	46
Police	429	400	402	368
Procurement	34	48	53	52
Public Relations ⁴	0	9	16	16
Real Estate & Economic Development ³	0	0	12	19
Service Planning & Scheduling	27	22	22	22
Strategy & Transformation ⁵	10	6	7	10
Technology	76	80	95	96
Transit Operations & Service Delivery	7	8	11	10
Vehicle Maintenance ²	0	0	507	507
Grand Total Agency	3,760	3,804	3,875	3,832

¹ This category is necessary to budget operating costs correctly

² New department created from existing cost centers in Bus Operations and Light Rail Operations

³ New department created by splitting Capital Program Development

⁴ New department created from existing cost centers in Marketing

⁵ Formerly Innovation, now reporting to the Chief of Staff

Benefits

The benefits budget is \$125.8 million, an \$8.0 million (6.0 percent) decrease due to lower claims activity and the purchase of stop-loss insurance. This category includes all statutory benefits, such as FICA and workers' compensation, and discretionary benefits that DART offers, like health and life insurance, retirement plans, etc.

Exhibit 16: Year-over-Year Benefits (\$000s)

Object Classification	FY22 Actual	FY23 Actual	FY24 Budget	FY24 Forecast	FY25 Budget	% Variance
Health/Medical Plans ¹	\$40,055	\$45,179	\$56,239	\$49,675	\$48,918	(13.0%)
Pension & 401K Plans	33,618	53,850	41,712	42,454	39,226	(6.0%)
FICA	19,271	21,531	23,724	23,497	24,857	4.8%
Workers' Compensation	14,202	8,587	8,903	6,261	8,903	0.0%
Paid Absences Liability	2,333	1,389	1,575	0	1,575	0.0%
Service Incentive Pay	543	626	638	864	638	(0.0%)
Unemployment & Other	1,146	2,339	1,007	1,714	1,699	68.8%
Total Benefits	\$111,168	\$133,501	\$133,798	\$124,465	\$125,817	(6.0%)

¹ Includes medical, vision, dental, and employee contributions for active employees and retirees

Services

The budget for services is \$85.9 million, a \$5.8 million (7.2 percent) increase from FY 2024. The largest expenses in this category are maintenance and contract repair services, followed by computer services and software licensing fees. The security guard contract for the agency increased by \$4.6 million to expand hours and

coverage. Costs in Technology increased by nearly \$3.6 million for renegotiated software and equipment maintenance contracts, as well as increases in IT consulting-related services.

Exhibit 17: Year-over-Year Services (\$000s)

Object Classification	FY22 Actual	FY23 Actual	FY24 Budget	FY24 Forecast	FY25 Adopted	% Variance
Maintenance/Contract Repair Services	\$24,619	\$27,316	\$28,271	\$29,037	\$29,404	4.0%
Computer Services/Software License Fees	10,329	13,599	19,066	20,655	19,629	3.0%
HR & Benefits-Related Services	2,995	4,010	2,736	2,872	3,027	10.6%
Other Consulting Services	4,075	5,307	8,337	7,986	8,878	6.5%
Security Services	3,081	3,905	6,390	7,043	11,070	73.2%
Legal, Auditing, & Other Professional Services	1,569	1,440	2,372	1,368	2,324	(2.0%)
Advertising, Marketing, & Public Info Services	2,660	3,854	3,985	3,546	3,816	(4.3%)
Credit Card Processing Fees	885	1,172	1,001	1,484	1,001	0.0%
Environmental, Engineering, & Real Estate Services	988	2,415	4,040	4,025	2,804	(30.6%)
Temporary Help/Contract Labor	2,184	2,168	2,013	1,753	1,707	(15.2%)
All Other Services	1,790	1,303	1,915	1,380	2,268	18.4%
Total Services	\$55,177	\$66,489	\$80,127	\$81,148	\$85,927	7.2%

Materials & Supplies

The budget for materials and supplies is \$56.6 million, a \$4.0 million (7.6 percent) increase from FY 2024. This category covers parts for all vehicle repairs, as well as all fuel costs.

Exhibit 18: Year-over-Year Materials & Supplies (\$000s)

Object Classification	FY22 Actual	FY23 Actual	FY24 Budget	FY24 Forecast	FY25 Budget	% Variance
Vehicle Repair Parts (Bus & Rail)	\$25,028	\$30,595	\$28,617	\$35,926	\$33,205	16.0%
Fuel (CNG, Diesel, Gasoline)	7,040	8,767	11,825	9,535	11,825	0.0%
Facilities, Systems, & Equipment Repair Parts	6,954	6,144	7,271	7,119	6,793	(6.6%)
Uniforms, Shoes, & Tools	1,797	2,091	2,796	2,319	2,813	0.6%
Computer/Printer Equip. & Supplies	1,528	1,626	1,107	962	1,033	(6.7%)
Office Supplies	427	513	698	575	665	(4.7%)
All Other Materials & Supplies	77	184	330	325	309	(6.3%)
Total Materials & Supplies	\$42,852	\$49,921	\$52,644	\$56,761	\$56,643	7.6%

Utilities & Communications

The budget for utilities and communications is \$20.5 million, a \$0.5 million (2.5 percent) increase from FY 2024. This category includes electricity for the light rail system and DART facilities and phone and data services for the agency.

Exhibit 19: Year-over-Year Utilities & Communications (\$000s)

Classification (\$000s)	FY22 Actual	FY23 Actual	FY24 Budget	FY24 Forecast	FY25 Budget	% Variance
Utilities - LRV	\$8,397	\$9,459	\$11,090	\$10,837	\$11,239	1.3%
Utilities - Facilities	5,757	5,958	6,462	6,861	6,430	(0.5%)
Communications & Data	3,493	3,413	2,498	3,888	2,879	15.3%
Total Utilities & Communications	\$17,647	\$18,830	\$20,050	\$21,586	\$20,548	2.5%

Claims & Insurance

The budget for claims and insurance is \$10.6 million, with no increase from FY 2024. 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 \$114.2 million, a \$21.8 million (23.6 percent) increase from FY 2024. These are transportation services provided for DART by a third party, like paratransit, GoLink, and certain shuttle services. Increases in this category were driven primarily by Board-approved increases in paratransit and GoLink contract costs. In addition, we expect to see significant continued increases in GoLink demand. Unlike fixed-route modes, each additional GoLink rider adds a cost to the agency. This category also includes contract increases for TRE-related operations.

Exhibit 20: Year-over-Year Purchased Transportation (\$000s)

Object Classification	FY22 Actual	FY23 Actual	FY24 Budget	FY24 Forecast	FY25 Budget	% Variance
Paratransit	\$27,225	\$30,349	\$38,163	\$41,411	\$51,128	34.0%
Commuter Rail	28,496	27,192	31,320	26,641	32,892	5.0%
Shuttle Services	4,350	5,679	6,200	5,436	6,391	3.1%
GoLink	5,402	12,198	16,712	19,290	23,817	42.5%
Vanpool	265	0	0	0	0	0.0%
Total Purchased Transportation	\$65,739	\$75,418	\$92,395	\$92,778	\$114,228	23.6%

Leases, Rentals, Taxes, & Other

The budget for leases, rentals, taxes, and other is \$8.5 million, a \$0.2 million (2.8 percent) decrease from FY 2024. This category includes costs related to leased operating facilities, travel, training, memberships, and employee wellness programs.

Exhibit 21: Year-over-Year Leases, Rentals, Taxes, & Other (\$000s)

Object Classification	FY22 Actuals	FY23 Actuals	FY24 Budget	FY24 Forecast	FY25 Budget	% Variance
Rentals & Leases	\$730	\$640	\$1,120	\$1,093	\$1,133	1.2%
Travel & Training	1,759	2,060	3,511	2,634	3,255	(7.3%)
Employee Programs	1,553	1,278	1,790	1,622	1,705	(4.8%)
Memberships & Dues	724	709	1,236	902	1,196	(3.2%)
Marketing & Outreach	72	116	209	204	239	14.4%
Other	406	596	830	652	923	11.2%
Leases, Rentals, Taxes, & Other	\$5,244	\$5,398	\$8,696	\$7,108	\$8,451	(2.8%)

Capital & Reserves

The budget for capital and reserves is \$26.1 million, a \$4.7 million (22.0 percent) increase from FY 2024. 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) results from the addition and timing of capital projects.

Capital & Non-Operating

The FY 2025 capital and non-operating budget totals \$821.3 million and reflects continued Silver Line construction, system modernization, and enhancements to DART's bus services and facilities. Exhibits 36 and 37 in the Financial Plan section show a summary of all capital and non-operating projects (and associated reserves). The Capital Improvement Program section details the specific projects that make up capital spending in FY 2025.

Debt Service

Exhibit 22 summarizes the FY 2025 debt service budget. Additional information on DART's debt program can be found in the Financial Plan section. Debt is issued in one year but paid over many years and is better expressed over the life of the Plan.

Exhibit 22: Year-over-Year Debt Service (\$M)

Description	FY 2024 Budget	FY 2025 Budget	% Variance
Long-Term Debt Interest Expense*	\$143.93	\$139.69	(2.95%)
Commercial Paper Program & Other Expenses	1.13	2.61	131.78%
Debt-Related Fees	0.55	0.77	39.24%
Total Expenses	\$145.61	\$143.07	(1.75%)
Principal Repayments – Bonds**	76.03	79.10	4.04%
Total Debt Service Budget	\$221.64	\$222.17	0.24%

*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

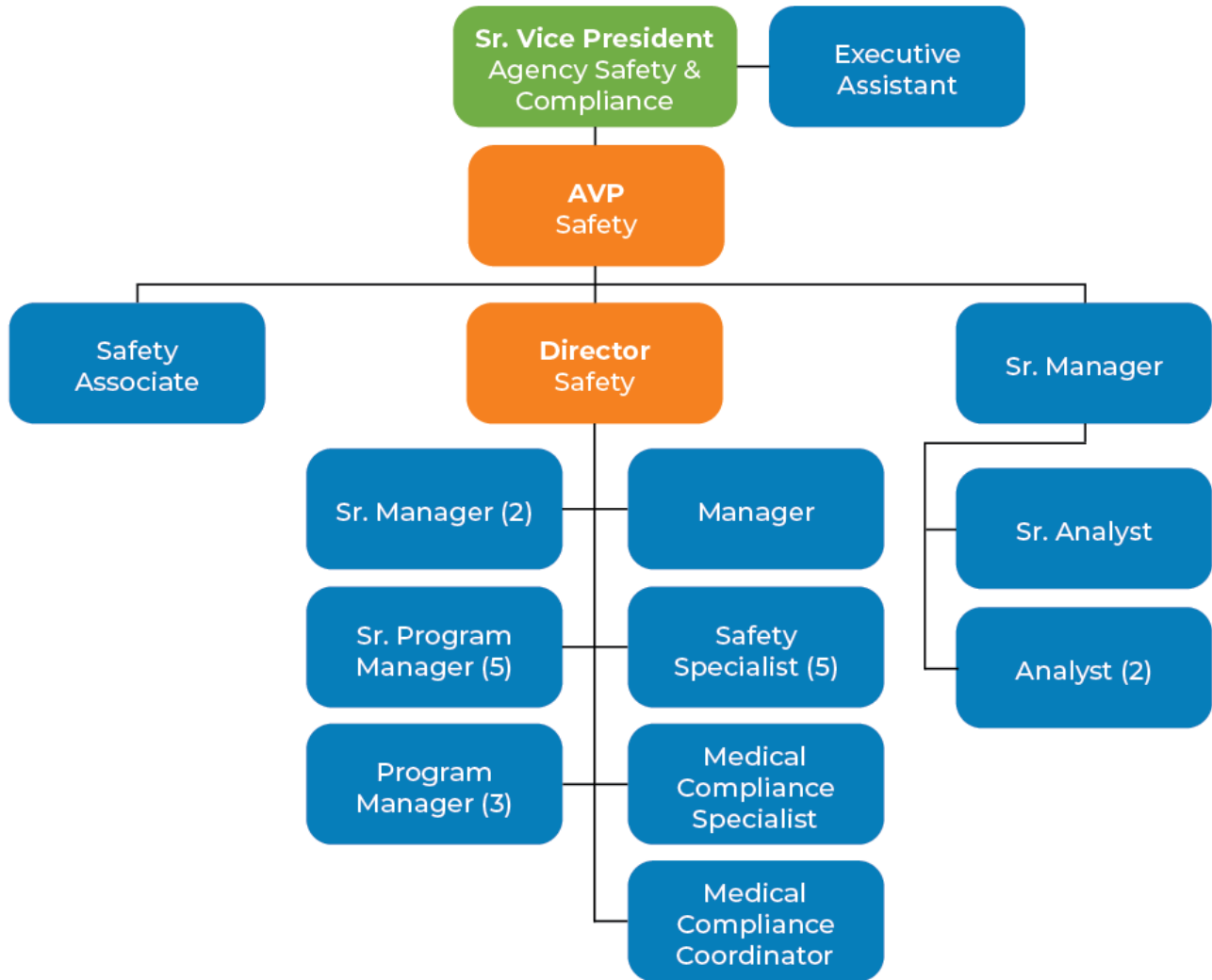
Agency Safety and Compliance develops, implements, and monitors the DART safety program, including the Public Transportation Agency Safety Plan (PTASP), in accordance with DART policies and procedures and Federal Transit Administration (FTA) and Texas Department of Transportation (TxDOT) regulations. 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

Agency Safety Compliance and Oversight is responsible for overall agency safety, accident investigation, hazard assessments, and regulatory compliance. **Industrial Safety** oversees employee work practices, facilities, equipment, and maintenance to ensure compliance with regulations from the Occupational Safety and Health Administration (OSHA), Environmental Protection Agency (EPA), National Fire Protection Association (NFPA), and Department of Health and Human Services (DHHS).

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.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$1,458,326	\$2,432,552	\$2,606,108	7.1%
Benefits	581,383	981,379	949,727	(3.2%)
Services	470,100	200,000	200,000	0.0%
Materials & Supplies	13,740	64,790	565,765	773.2%
Leases, Rentals, Taxes, & Other	56,777	62,050	62,050	0.0%
Capital & Reserves	0	0	(54,762)	0.0%
Total Operating Expenses	\$2,580,326	\$3,740,771	\$4,328,888	15.7%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	23	23
Open FY 2024 Positions	0	4	4
Total FY 2024 Positions (Filled + Open)	0	27	27
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	27	27

FY 2025 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 identification and investigation
 - > Data collection
 - > Risk analysis
 - > Oversight programs
 - > Safety promotion
 - > Safety assurance

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 2024 Accomplishments

- Reduced rail accidents by 30 percent through increased training and concentrated Safety staff involvement in rail operations and maintenance
- Launched de-escalation training for frontline employees per the 2023 Bipartisan Infrastructure Law
- Trained 7,941 employees and contractors in Safety and Light Rail Worker Protection during Q1 and Q2 as required by FTA regulations

OFFICE OF BOARD SUPPORT

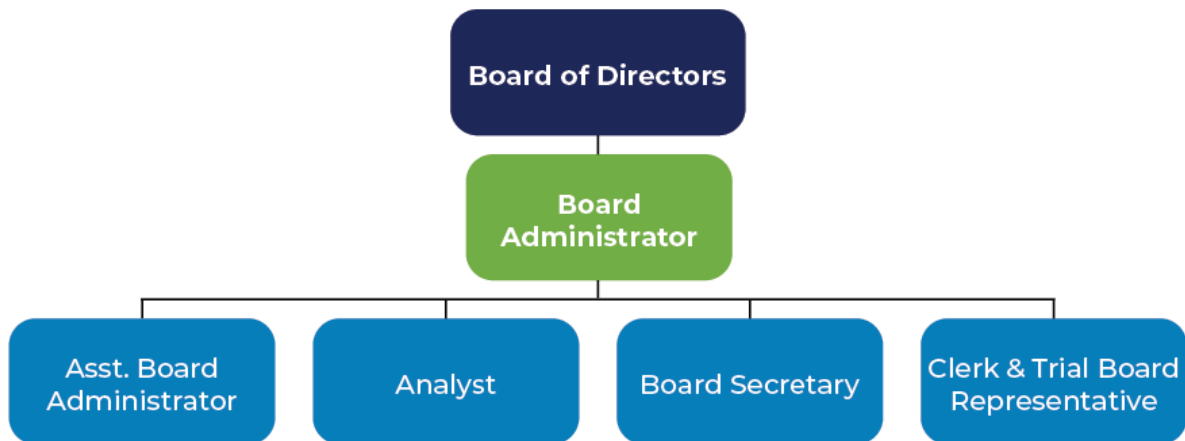
Overview

The Office of Board Support is one of four offices that report directly to the Board. It 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 decide on final appeals regarding employee grievances, and Administrative Law Judges, who decide on DART contract disputes. The Board Administrator serves as Secretary to the Trial Board and Administrative Law Secretary.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$366,727	\$418,922	\$448,565	7.1%
Benefits	162,828	187,711	180,882	(3.6%)
Services	147,323	202,093	201,597	(0.2%)
Materials & Supplies	25,198	78,672	68,114	(13.4%)
Leases, Rentals, Taxes, & Other	210,402	287,520	244,120	(15.1%)
Capital & Reserves	0	0	(17,200)	0.0%
Total Operating Expenses	\$912,478	\$1,174,919	\$1,126,078	(4.2%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	4	4
Open FY 2024 Positions	0	1	1
Total FY 2024 Positions (Filled + Open)	0	5	5
New FY 2025 Positions	0	1	1
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	1	1
Total FY 2025 Positions	0	6	6

FY 2025 Key Initiatives

- Redesign the Board member orientation program
- Update and maintain 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 2024 Accomplishments

- Saved approximately \$19,000 by moving all Board workshops in-house
- Completed two audits in collaboration with the Office of Internal Audit and the Office of General Counsel

BUS OPERATIONS

Overview

Bus Operations directs the daily operation of bus service, 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 1,400 bus operators and supervisory and administrative staff in providing best-in-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)—that deploy service in that region.

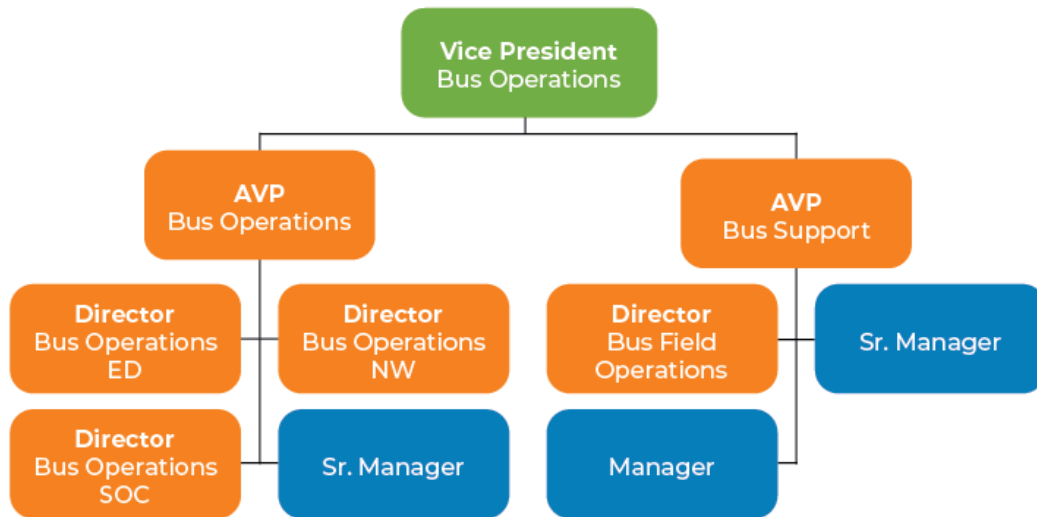
Bus Support Services includes Transit Center Services (TCS), Bus Dispatch (Control Center), and Bus Field Supervision.

TCS staff proactively manage transit centers and rail stations and actively engage the public—station concierges and supervisors staff 17 transit centers and all rail stations seven days a week.

The Control Center operates 24/7, 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.

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 provide customer service to affected riders.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$98,238,550	\$103,281,484	\$108,625,636	5.2%
Benefits	45,062,055	49,012,174	46,548,693	(5.0%)
Services	217,941	107,500	107,500	0.0%
Materials & Supplies	979,592	2,545,566	3,036,663	19.3%
Leases, Rentals, Taxes, & Other	862,264	881,906	883,703	0.2%
Capital & Reserves	0	0	(1,888,948)	0.0%
Total Operating Expenses	\$145,360,402	\$155,828,630	\$157,313,247	1.0%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	1,168	118	1,286
Open FY 2024 Positions	105	4	109
Total FY 2024 Positions (Filled + Open)	1,273	122	1,395
New FY 2025 Positions	20	0	20
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	20	0	20
Total FY 2025 Positions	1,293	122	1,415

FY 2025 Key Initiatives

- Develop labor management strategies and management training, including a process for managing and reducing absences
- Onboard Swiftly, a bus scheduling software, to improve real-time service monitoring
- Implement effective accident reduction strategies
- Review and update standard operating procedures
- Implement Operator Condition Reports
- Increase vault probing to 70 percent

Key Performance Indicators

- Vehicle revenue miles
- Passenger miles traveled
- Farebox recovery ratio
- Complaints per 100,000 passengers
- On-time performance
- Accident frequency rate

FY 2024 Accomplishments

- Fully staffed and reopened all 17 transit centers, providing shelter from extreme weather and concierge service to customers
- Initiated a joint effort with Bus and Rail Operations Training, Police, and the Amalgamated Transit Union (ATU) to reduce operator assaults
- Engaged all levels of management in riding buses to observe, interact with operators, and report safety or cleanliness concerns
- Reduced late pullouts, improving on-time performance
- Improved connection reliability for bus riders and overall on-time performance using data from the TransitMaster system
- Increased vault probing in the bus fleet

BUS & RAIL OPERATIONS TRAINING

Overview

Bus and Rail Operations Training is a new department created using existing cost centers from Bus Operations and Light Rail Operations to align efforts around safe and reliable service delivery. This department will focus exclusively on operator and maintenance training, including support roles like supervisors.

Divisions

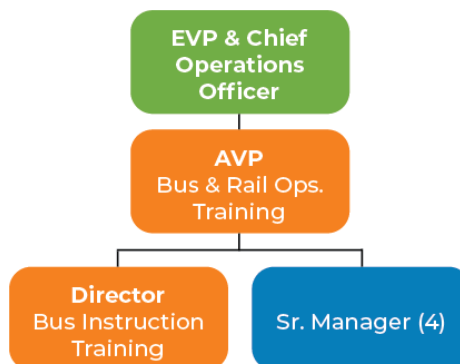
Bus Operations Training provides all bus operators with technical, behavioral, and customer service training, including new operator training, collision avoidance, return to work training, advanced customer service training, refresher training, and ride checks.

Bus Maintenance Training is a specialized team within the Bus Operations Training group that trains bus mechanics on the ins and outs of DART's compressed natural gas (CNG) and electric bus fleets.

Rail Operations Training ensures adequate training for all rail operators, yard office employees, and field supervisors, including training and certifying new employees and retraining and recertifying active employees. In addition, the unit focuses on all areas of service delivery, safety, collision avoidance, and customer service.

Rail Maintenance Training is a specialized team within the Rail Operations Training group that instructs light rail vehicle (LRV) mechanics to safely and efficiently maintain the fleet.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$8,415,877	\$6,528,112	\$6,297,270	(3.5%)
Benefits	5,184,487	2,055,964	1,867,364	(9.2%)
Services	10,403	8,108	8,108	0.0%
Materials & Supplies	36,181	71,222	71,027	(0.3%)
Leases, Rentals, Taxes, & Other	330,915	608,524	684,732	12.5%
Total Operating Expenses	\$13,977,862	\$9,271,930	\$8,928,502	(3.7%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	7	24	31
Open FY 2024 Positions	3	3	6
Total FY 2024 Positions (Filled + Open)	10	27	37
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	10	27	37

FY 2025 Key Initiatives

- Create and maintain training initiatives that support bus and rail operations
- Implement effective accident reduction strategies for bus and rail operations
- Partner with Agency Safety and Compliance, Bus Operations, and Light Rail Operations to deploy monthly safety campaigns that target each department's needs

Key Performance Indicators

- Complaints per 100,000 passengers
- On-time performance
- Accident frequency rate

FY 2024 Accomplishments

- Participated in a joint effort with Bus Operations, Police, and the ATU to reduce operator assaults
- Deployed instructors on buses to observe and engage operators

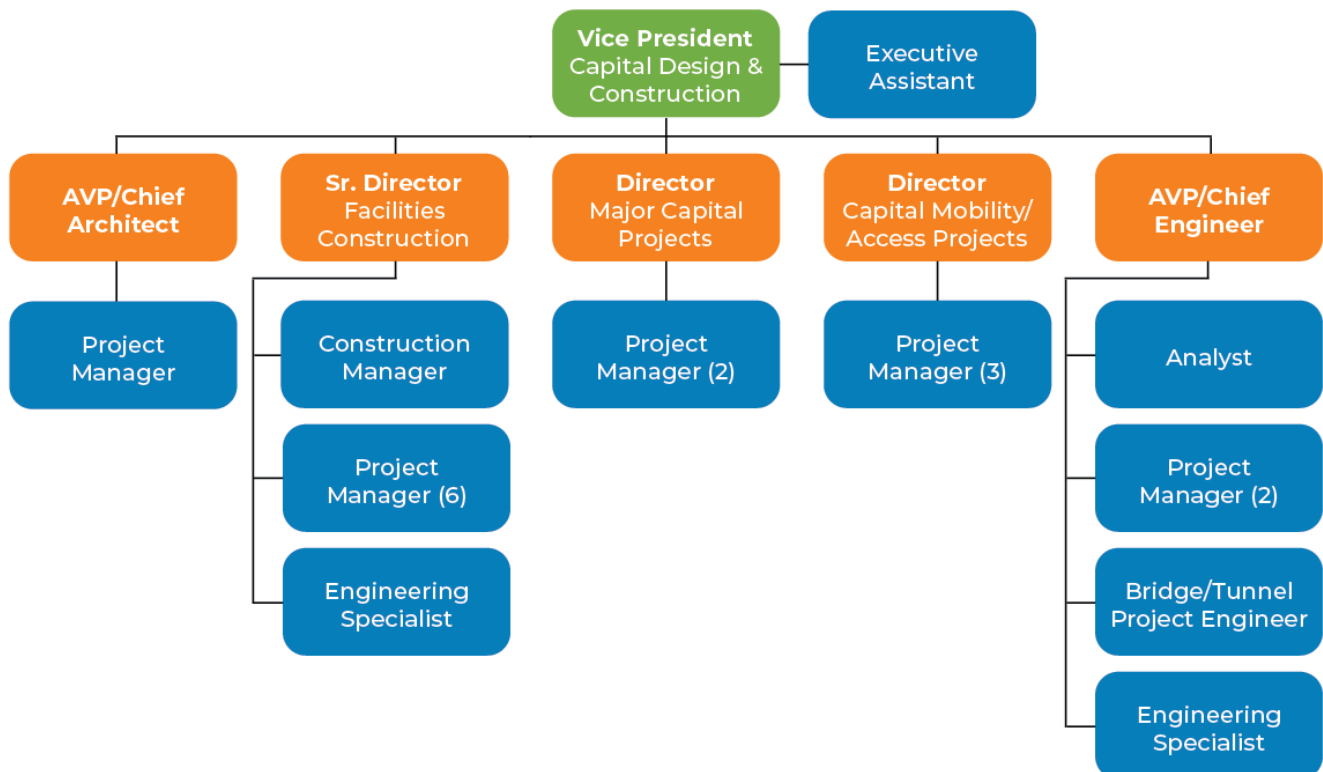
CAPITAL DESIGN & CONSTRUCTION

Overview

Capital Design & Construction is responsible for the design, construction, testing, and acceptance of capital projects, including:

- Development and delivery of Silver Line and other commuter rail programs
- Delivery of capital projects related to:
 - Light rail infrastructure, passenger, and operating facilities
 - Bus passenger and operating facilities
 - Maintenance of way (MOW)
- Development, design, and construction of the on-street bus amenity program, including coordinating with cities on bike and pedestrian improvements to ensure ADA accessibility across the DART network
- MOW construction
- Scoping, design, and construction of state of good repair (SGR) projects
- Other assignments as needed, such as regional mobility projects and the Cotton Belt Regional Trail

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$1,996,646	\$2,661,297	\$2,708,072	1.8%
Benefits	765,515	908,726	891,243	(1.9%)
Services	1,653,830	2,969,100	1,686,200	(43.2%)
Materials & Supplies	19,892	73,266	68,044	(7.1%)
Leases, Rentals, Taxes, & Other	29,231	41,452	33,053	(20.3%)
Total Operating Expenses	\$4,465,115	\$6,653,841	\$5,386,612	(19.0%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	19	19
Open FY 2024 Positions	0	3	3
Total FY 2024 Positions (Filled + Open)	0	22	22
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	22	22

FY 2025 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
- Support the design, project controls, and construction elements of the System Modernization Program
- Develop an 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
- Expand DART's on-street passenger amenity program, featuring a new bus shelter concept and improving access to the bus network

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

FY 2024 Accomplishments

- Entire Silver Line alignment is available for construction and all 10 stations are at some stage of construction; construction progress exceeds 60 percent for the entire guideway
- Negotiated Silver Line project advancement, resulting in a revised re-baselined schedule and program budget
- Successfully negotiated an interlocal agreement with NCTCOG on the Cotton Belt Hike and Bike Trail and successfully identified funding for Phase 1 and 2 elements
- Assumed responsibility for delivering several MOW capital projects, including Cityplace escalator and inclinator replacements, tunnel fire standpipe rehabilitation, and Northwest Rail Operating Facility fire panel replacement, an addition of more than \$50 million to the department's portfolio
- Advanced construction of Consolidated Dispatch and Command Center with anticipated opening in Fall 2024
- Finalized design of the Walnut Hill training facility

CAPITAL PLANNING

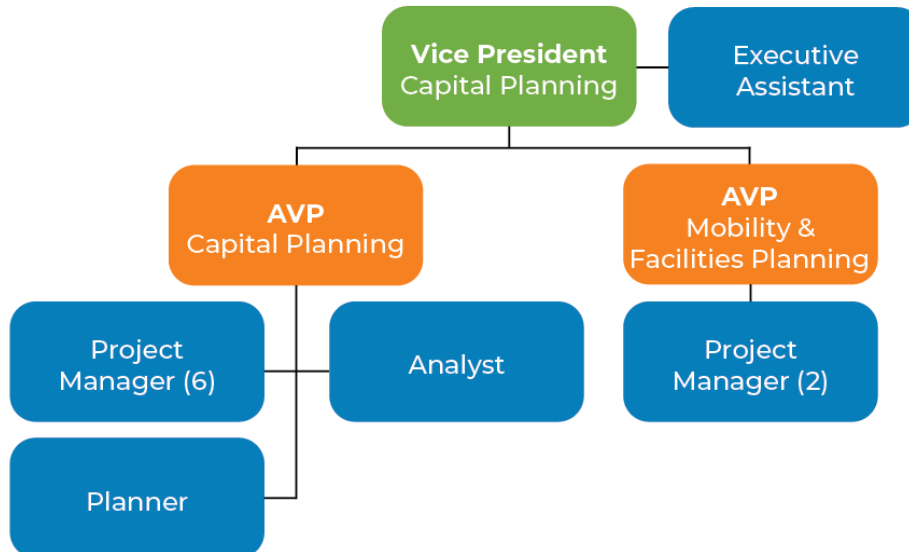
Overview

Capital Planning develops the long-range Transit System Plan (TSP) and advances opportunities to enhance the DART system and rider experience. As DART transitions from major rail project expansion to system optimization and modernization efforts, Capital Planning will focus on three of the six strategic goals: Fantastic Spaces, Seamless Mobility, and Strategic Relationships.

This includes working with agency and city partners to conduct studies, develop policies, projects, or programs, and advance concepts into project development for design and environmental clearance. The group uses tools such as the FTA Simplified Trips-on-Project (STOPS) Software Model, the NCTCOG Regional Travel Demand Model, and other analytical tools to forecast travel demand (ridership) and support decision-making.

Capital Planning 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 agency's sustainability plan.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	1,036,983	1,528,252	1,427,747	(6.6%)
Benefits	395,475	566,186	507,800	(10.3%)
Services	30,197	75,000	74,999	0.0%
Materials & Supplies	3,230	2,535	2,730	7.7%
Leases, Rentals, Taxes, & Other	24,644	43,840	29,960	(31.7%)
Total Operating Expenses	\$ 1,490,529	\$2,215,813	\$2,043,236	(7.8%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	10	10
Open FY 2024 Positions	0	4	4
Total FY 2024 Positions (Filled + Open)	0	14	14
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	14	14

FY 2025 Key Initiatives

- Continue collaborating with each service area city to develop “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 the new CORE program (Corridor Optimization and Rider Experience) to complete the Phase 2 study and receive Board approval of the new program/policy by the end of FY 2025
- Based on new Mobility Hub Guidelines, advance planning, design concepts, and implementation approach for the addition of mobility hub elements at transit facilities, which may include new facilities, TOD project integration, and facility retrofits
- 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, to complete a draft plan by the end of FY 2025

- Establish a comprehensive, coordinated strategy for pursuing discretionary grants in support of agency initiatives

Key Performance Indicators

- Number of area plans completed
- Number of mobility concepts developed
- Number of successful grant applications

FY 2024 Accomplishments

- Secured a \$950,000 PROTECT grant (Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation) to develop a resiliency plan to assess the vulnerabilities of the transportation network
- Conducted initial meetings/tours and completed Phase 1 summary reports for each service area city to support area plan development in FY 2025
- Validated projects for Phase 2 of the CORE program and developed competitive Capital Investment Grant (CIG) applications

OFFICE OF THE CEO

Overview

The Office of the CEO (Chief Executive Officer) is one of four offices that report 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.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$599,178	\$860,790	\$819,900	(4.8%)
Benefits	204,030	303,854	270,736	(10.9%)
Services	252,240	327,000	468,650	43.3%
Materials & Supplies	23,326	1,950	6,170	216.4%
Leases, Rentals, Taxes, & Other	476,738	833,663	840,963	0.9%
Capital & Reserves	0	595,837	557,208	(6.5%)
Total Operating Expenses	\$1,555,511	\$2,923,094	\$2,952,290	1.0%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	6	6
Open FY 2024 Positions	0	0	0
Total FY 2024 Positions (Filled + Open)	0	6	6
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	6	6

FY 2025 Key Initiatives

- Continue to 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 Board-approved fare structure changes
- Advance completion of the Silver Line project and other projects that will improve the reliability and customer experience to lead to more riders choosing to travel by DART
- Continue weekly Board communication regarding key service area, state, and federal items of interest
- Lead DART's workforce to implement the approved Strategic Plan

Key Performance Indicators

The President & CEO's goals and KPIs for FY 2025 are being developed in coordination with the Board.

FY 2024 Accomplishments

- Received Board approval of new 10-year Strategic Plan and updated agency mission and vision statements on June 11, 2024
- Implemented new internal and external CEO communications program
- Increased bus and light rail on-time performance through continued focus on staffing and maintained a service cancellation rate of less than one percent for all modes
- Completed work on the Comprehensive Fare Study and presented recommended fare structure changes to the Board
- Completed DART Security Strategy to guide initiatives that will ensure a secure and welcoming experience for riders and a secure work environment for employees

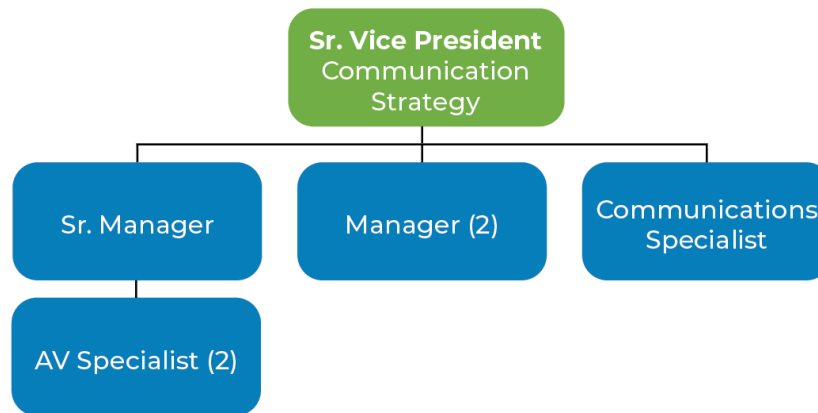
- Entire Silver Line alignment available for construction
- Light rail vehicle fleet fully retrofitted with vinyl seats in June 2024, following completion of the bus fleet in May 2023
- Developed a five-year Capital Improvement Program that identifies capital projects and equipment purchases and includes schedule and funding for them

COMMUNICATION STRATEGY

Overview

Communication Strategy proactively drives communication development and execution in various channels on behalf of the CEO. The team also fully supports the Chief Communications Officer’s other functions, including media relations, government relations, and special events.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$797,228	\$1,336,286	\$1,369,089	2.5%
Benefits	316,087	490,965	480,228	(2.2%)
Services	202,430	799,385	666,292	(16.6%)
Materials & Supplies	46,981	179,365	177,335	(1.1%)
Leases, Rentals, Taxes, & Other	130,264	248,387	155,171	(37.5%)
Capital & Reserves	0	0	(44,714)	0.0%
Total Operating Expenses	\$1,492,990	\$3,054,388	\$2,803,401	(8.2%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	10	10
Open FY 2024 Positions	0	3	3
Total FY 2024 Positions (Filled + Open)	0	13	13
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	13	13

FY 2025 Key Initiatives

- Ensure clarity, efficiency, and consistency in how the agency communicates to internal and external audiences
- Enhance the DART brand and image through the art of storytelling and continue positioning DART as a global thought leader in the industry and region
- Build and nurture a diverse, inspired, and high-performing workforce, including hosting the second annual Excellence in Service awards
- Partner with Board Support to develop a Board member onboarding program
- Support the successful completion and grand opening of the Silver Line

Key Performance Indicators

- Number of team members who complete a specialized education course, e.g., speechwriting, event planning, etc.

FY 2024 Accomplishments

- Executed several inaugural initiatives and activities, including State of the Agency event, Excellence in Service awards, and Leading Mobility newsletter
- Contributed to revamped strategy for Board member communications
- Began to position CEO as global thought leader
- Maintained a positive public image and enhanced DART's brand and reputation

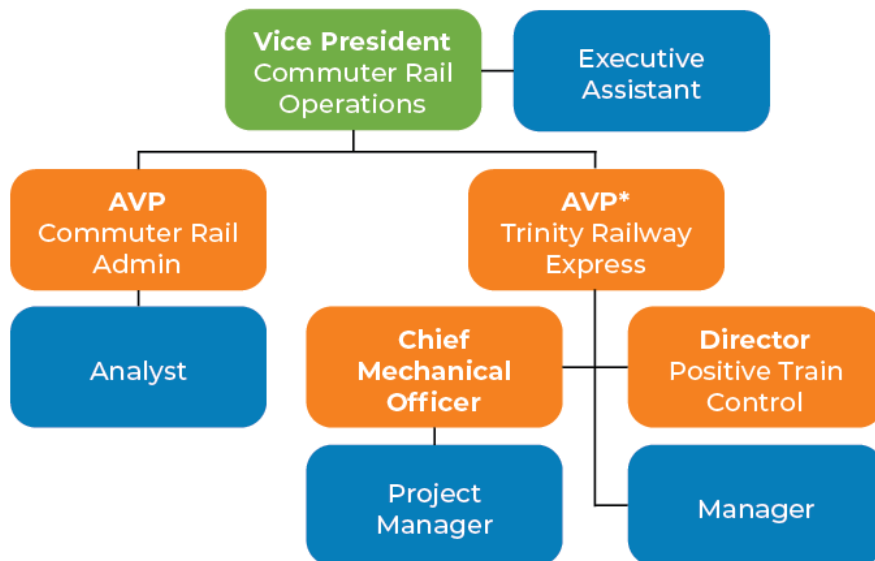
COMMUTER RAIL OPERATIONS

Overview

Commuter Rail Operations oversees operations and maintenance (O&M) of the Trinity Railway Express (TRE) and will add the Silver Line when it opens in late 2025/early 2026. The 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 its operational equipment, maintenance facility, and railroad right-of-way assets in good repair. The department also oversees the 10-year regional O&M contract that outlines services provided to TRE. (FY 2025 is the ninth year of the contract).

Organizational Chart



**Also oversees two Trinity Metro positions*

Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$864,474	\$1,021,277	\$1,246,223	22.0%
Benefits	316,414	372,315	408,179	9.6%
Services	456,450	709,004	997,004	40.6%
Materials & Supplies	15,360	17,470	17,470	0.0%
Utilities & Communications	169,028	253,523	253,523	0.0%
Claims & Insurance	2,797,210	3,370,096	3,370,096	0.0%
Purchased Transportation	27,184,345	31,221,376	32,793,665	5.0%
Leases, Rentals, Taxes, & Other	17,593	67,728	57,228	(15.5%)
Capital & Reserves	0	0	(542,132)	0.0%
Total Operating Expenses	\$31,820,874	\$37,032,788	\$38,601,256	4.2%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	9	9
Open FY 2024 Positions	0	1	1
Total FY 2024 Positions (Filled + Open)	0	10	10
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	10	10

FY 2025 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 2024 Accomplishments

- Modified operating schedule without train delays during construction and ridership improvement projects
- Maintained relationships with NCTCOG, BNSF, TEXRail, and DGNO to provide better customer service across the board
- Increased FY 2024 year-to-date ridership by 12 percent from FY 2023
- Issued Notice to Proceed for new TRE locomotives and conditionally accepted two F-40 locomotives for the fleet
- Operated 59 special event trains, attracting an additional 20,000 riders

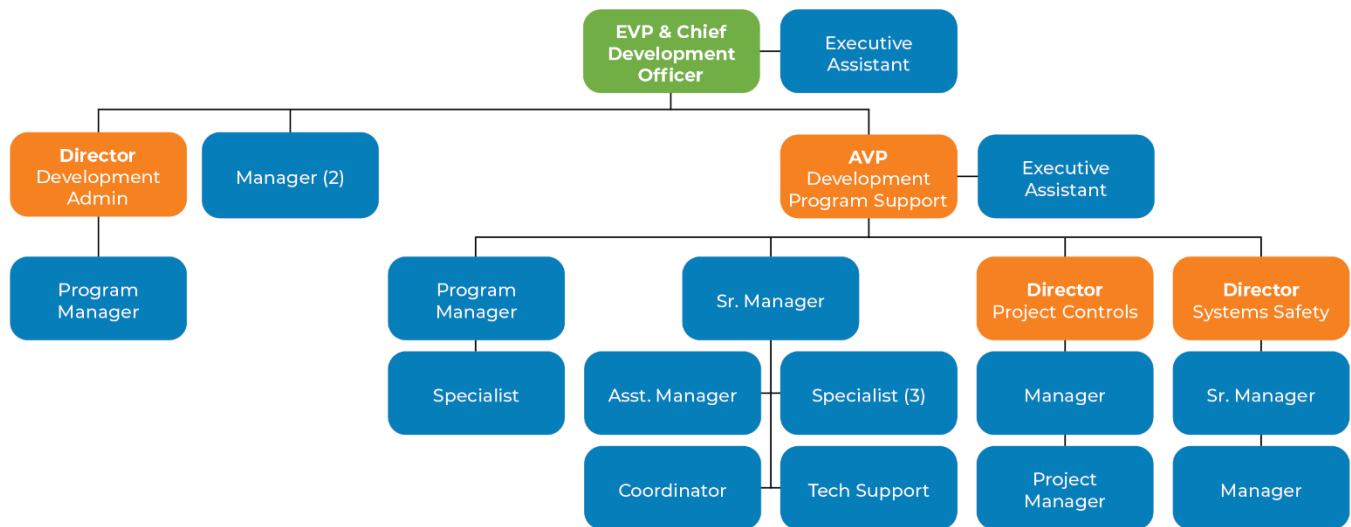
DEVELOPMENT ADMINISTRATION

Overview

Development Administration independently supports departments and projects within the Chief Development Officer's portfolio. The team is responsible for:

- Quality program oversight
- Records and document control for Capital Design and Construction and Engineering and Technical Services projects (supports DART's records management efforts)
- Program project controls oversight, including cost and schedule management, reporting, and change management
- Systems safety, including construction safety oversight, safety and security certification, and systems integration and startup oversight (supports Agency Safety and Compliance's PTASP compliance activities)
- Technology support/liaison for Development business needs, including support for enterprise performance management, enterprise document management, enterprise resource planning, Lawson, and other enterprise software

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$1,533,785	\$2,288,066	\$2,572,580	12.4%
Benefits	560,198	919,138	895,618	(2.6%)
Services	297,714	147,500	68,500	(53.6%)
Materials & Supplies	19,733	28,120	25,180	(10.5%)
Leases, Rentals, Taxes, & Other	60,695	72,415	90,400	24.8%
Total Operating Expenses	\$2,472,125	\$3,455,239	\$3,652,278	5.7%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	22	22
Open FY 2024 Positions	0	2	2
Total FY 2024 Positions (Filled + Open)	0	24	24
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	24	24

FY 2025 Key Initiatives

- Support the design, project controls, and construction elements of the System Modernization Program

FY 2024 Accomplishments

- 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 the delivery of technical capital projects and support SGR throughout the organization

DIVERSITY & VENDOR MANAGEMENT

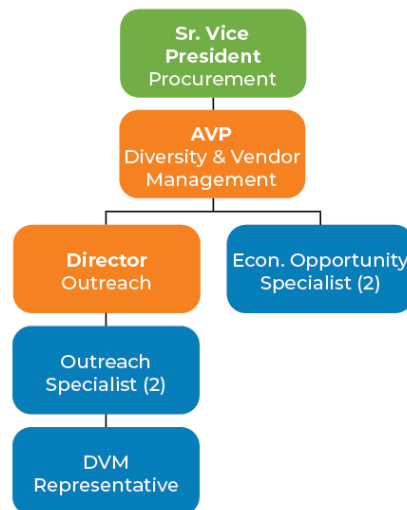
Overview

Diversity and Vendor Management 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 communities 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 and women business partners and organizations to ensure they are aware of and included in all facets of our procurement activities.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$722,155	\$709,067	\$659,967	(6.9%)
Benefits	302,411	305,261	258,867	(15.2%)
Services	200,273	103,764	107,088	3.2%

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Materials & Supplies	3,202	15,160	13,760	(9.2%)
Leases, Rentals, Taxes, & Other	48,179	83,000	74,300	(10.5%)
Total Operating Expenses	\$1,276,220	\$1,216,252	\$1,113,982	(8.4%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	7	7
Open FY 2024 Positions	0	2	2
Total FY 2024 Positions (Filled + Open)	0	9	9
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	1	1
Total FY 2025 Position Changes (New - Elim)	0	(1)	(1)
Total FY 2025 Positions	0	8	8

FY 2025 Key Initiatives

- Meet or exceed the FY 2025 goal for M/WBE participation rate (to be established) on locally funded contracts
- Achieve 29 percent DBE participation and begin developing DBE goals for FY 2026-FY 2028
- Establish a more comprehensive small business program
- Implement a veteran-owned small business program (VOSB) to increase outreach to and participation of veterans and veteran-owned businesses
- Host Small Business Academy alum event
- Continue partnering with Goldman Sachs's 10,000 Small Businesses program

Key Performance Indicators

- M/WBE participation rate*
- Small Business Academy attendance

* Amount spent with M/WBE businesses as a percentage of the total spent

FY 2024 Accomplishments

- Awarded "Agency of the Year" by DFW Minority Supplier Diversity Council
- Achieved 39 percent M/WBE participation in agency procurements through Q2
- Completed APTA's two-year Racial Equity Pilot Program

EEO & CULTURAL ENGAGEMENT

Overview

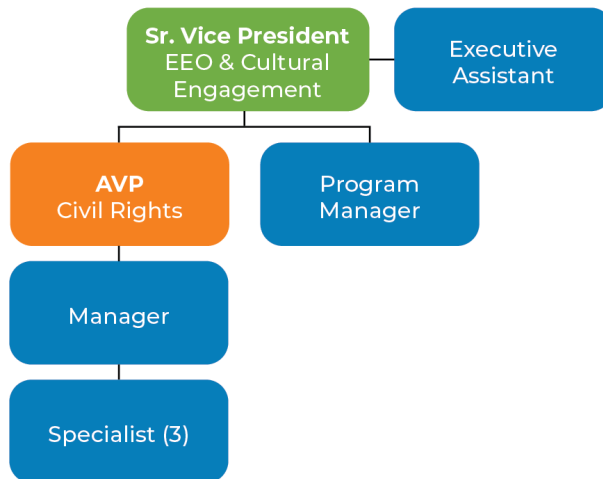
EEO & Cultural Engagement develops, evaluates, implements, coordinates, and monitors DART's Equal Employment Opportunity (EEO) program. It also ensures compliance with the Americans with Disabilities Act (ADA) and Title VI and Title VII of the Civil Rights Act.

Divisions

Civil Rights Compliance ensures DART provides equal employment opportunities to all employees and applicants and offers services and programs to the public regardless of any characteristic protected by federal, state, or local laws.

Environmental Engagement drives leadership initiatives that help establish and maintain a best-in-class work environment and culture where employees, customers, partners, and our communities believe in, connect to, and are enthusiastic about DART in support of our compliance goals.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$160,014	\$700,384	\$811,554	15.9%
Benefits	71,349	286,402	289,307	1.0%
Services	0	190,850	182,850	(4.2%)
Materials & Supplies	1,878	1,865	3,260	74.8%
Leases, Rentals, Taxes, & Other	63,551	45,250	123,750	173.5%
Capital & Reserves	0	0	(17,929)	0.0%
Total Operating Expenses	\$296,792	\$1,224,751	\$1,392,792	13.7%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	5	5
Open FY 2024 Positions	0	3	3
Total FY 2024 Positions (Filled + Open)	0	8	8
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	8	8

FY 2025 Key Initiatives

- Establish cross-functional relationships and engage support groups to establish standard language communications for equal opportunity and cultural engagement
- Design fair treatment and inclusive behavior training content for people leaders
- Develop criteria and structure for an interactive Engagement Dashboard that provides regular demographic, compliance, and behavioral information for managerial decision-making
- Streamline investigations policy and process and review potential use of external resources for efficiency and effectiveness
- Engage best-practice research organizations to assess our ability to achieve external recognition as a best-in-class transportation organization
- Ensure all staff supports the Strategic Plan and completes a personal development activity

Key Performance Indicators

- On-time completion of EEO investigations
- Quarterly progress reports on process improvements, policies, and training

FY 2024 Accomplishments

- Hired AVP of Civil Rights to guide and support the team's key initiatives
- Visited Silver Line station to better understand equipment and its potential impact on people and regulatory compliance
- Engaged Seramount to provide research, establish networks, and support the development of inclusion and engagement best practices
- Updated department content on InfoStation and DART.org
- Established collaboration with the Organizational Development and Training team

ENGINEERING & TECHNICAL SERVICES

Overview

Engineering and Technical Services 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

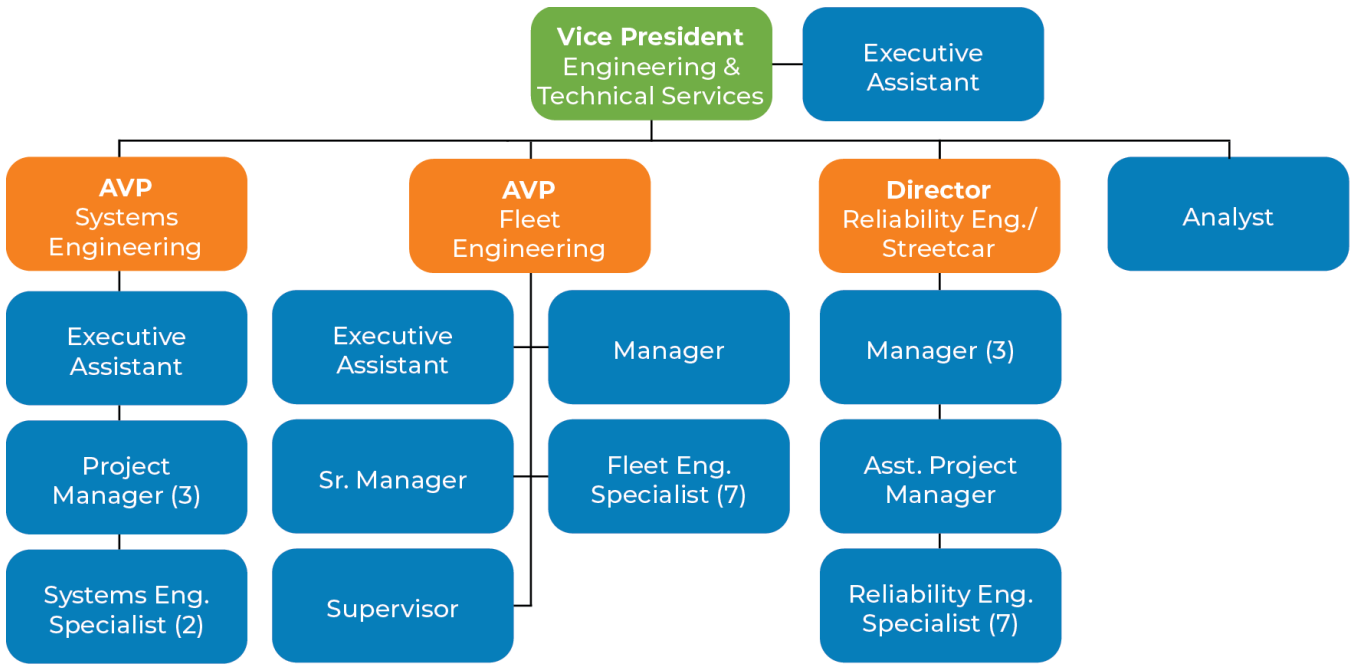
Divisions

Fleet Engineering includes Bus and Rail Fleet Engineering. Bus Fleet Engineering manages bus fleet replacement and compressed natural gas (CNG) fuel contracts, oversees the zero-emission program, and supports significant equipment replacement. Rail Fleet Engineering manages light rail vehicle (LRV) fleet replacement, supports major capital programs for LRVs, and provides LRV and streetcar technical support.

Systems and Facilities Engineering oversees the System Modernization Program, provides systems engineering and facilities/systems design support, and supports various capital projects.

Reliability Engineering and Streetcar oversees the asset management program, performs state of good repair (SGR) assessments, coordinates accident/incident condition assessments and Warranty And Maintenance Services, and develops next-generation technology. Warranty and Maintenance Services include investment recovery and warranty administration, failure analysis support, a fluids analysis program, and oversight of the tool calibration program.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$2,724,082	\$3,313,402	\$3,338,756	0.8%
Benefits	1,094,973	1,289,533	1,207,397	(6.4%)
Services	708,447	1,190,326	1,167,826	(1.9%)
Materials & Supplies	33,043	50,947	48,831	(4.2%)
Leases, Rentals, Taxes, & Other	89,725	130,407	72,940	(44.1%)
Total Operating Expenses	\$4,650,271	\$5,974,615	\$5,835,750	(2.3%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	31	31
Open FY 2024 Positions	0	3	3
Total FY 2024 Positions (Filled + Open)	0	34	34
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	34	34

FY 2025 Key Initiatives

- Execute solicitation for procurement of up to 95 new light rail cars
- Initiate new bus fleet replacement to acquire up to 522 compressed natural gas (CNG) buses
- Complete Phase 1 design of the Passenger Information Display Systems (PIDS) upgrade to incorporate new PIDS on light and commuter rail system
- Initiate retrofit of LRVs with new LED interior passenger information monitors
- 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 or SGR condition assessments
- Finalize Rail Winterization Study and begin solicitation for selected project scope
- Complete construction of the Consolidated Dispatch and Command Center (CDCC) in late 2024 and move in critical functions
- Support maintenance of assets in a service-ready and reliable condition consistent with established standards

Key Performance Indicators

- Execute the solicitation for program management consultants (PMC) for the System Modernization Program

FY 2024 Accomplishments

- Retrofitted the entire light rail vehicle fleet with vinyl seats (replacing cloth)
- Onboarded program management consultants (PMC) to support the System Modernization Program
- Completed Phase 1 of the third-party SGR condition assessment under the FTA Real-Time Asset Management project to maintain a state of good repair and service reliability
- Completed 2024 Rider, Agency, and Advisory Group Bus Customer Experience Surveys to support new bus procurement

FINANCE

Overview

Finance effectively and innovatively stewards DART's financial resources and provides astute fiscal management. 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.

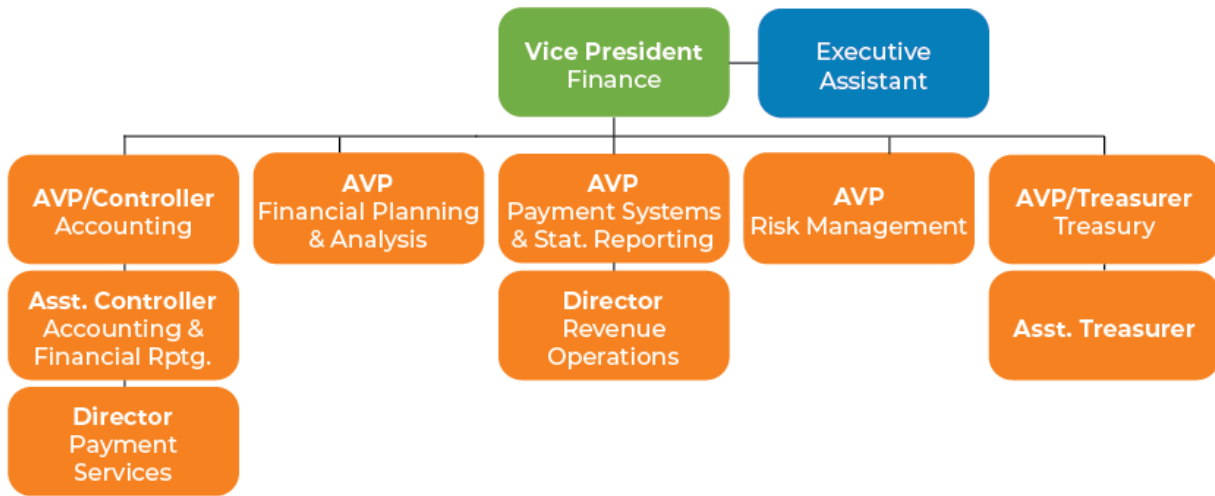
Financial Planning and Analysis develops and manages the annual operating and capital budgets and long-range financial plans, including reporting regularly on financial performance to the Board. Additionally, this team is responsible for revenue tracking and reporting and business analysis project support.

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 system, processes cash collected from fare boxes and ticket vending machines (TVMs), and maintains all fare equipment. Additionally, the team took over management of the GoPass app in FY 2024.

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

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$8,366,457	\$11,037,694	\$10,557,212	(4.4%)
Benefits	3,542,988	4,605,809	4,093,868	(11.1%)
Services	5,899,572	6,477,805	6,114,917	(5.6%)
Materials & Supplies	837,947	231,167	194,726	(15.8%)
Utilities & Communications	0	480	480	0.0%
Claims & Insurance	5,366,731	7,720,000	7,720,000	0.0%
Leases, Rentals, Taxes, & Other	219,629	292,486	171,035	(41.5%)
Total Operating Expenses	\$24,233,325	\$30,365,440	\$28,852,238	(5.0%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	16	97	113
Open FY 2024 Positions	1	10	11
Total FY 2024 Positions (Filled + Open)	17	107	124
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	1	1
Total FY 2025 Position Changes (New - Elim)	0	(1)	(1)
Total FY 2025 Positions	17	106	123

FY 2025 Key Initiatives

- Replace legacy Risk Management Information System (RMIS) with new system to create efficiencies in reporting for both Finance and Agency Safety and Compliance
- Update and modernize DART's data governance policies and procedures to enable employees across the agency to make data-driven decisions
- Develop a strategic business plan to continue promoting the GoPass app to transit agencies nationwide

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 2024 Accomplishments

- Updated and modernized the administrative Travel Policy in line with industry best practices, including developing a user guide and updating internal workflows
- Executed contract with Flowbird to replace the agency's legacy TVMs, which have exceeded their useful life; the contract also includes new TVMs for the opening of the Silver Line

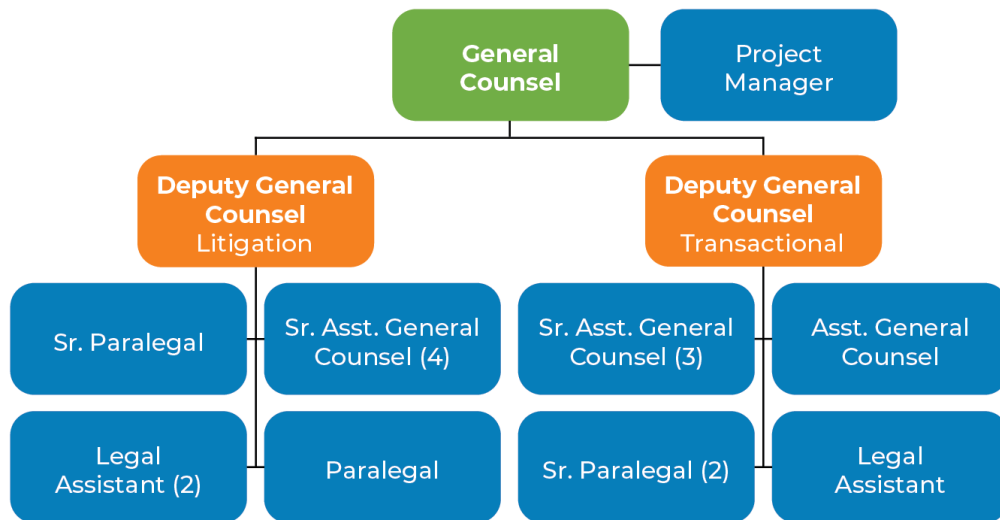
OFFICE OF GENERAL COUNSEL

Overview

The Office of General Counsel (OGC) is one of four offices that report directly to the Board. The OGC 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 also 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. Its initiatives align with the first strategic goal, Empowered Agency.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$2,239,660	\$2,408,912	\$2,351,016	(2.4%)
Benefits	835,430	857,312	772,165	(9.9%)
Services	171,631	825,669	747,881	(9.4%)
Materials & Supplies	11,862	3,900	53,805	1,279.6%
Leases, Rentals, Taxes, & Other	97,793	168,881	181,449	7.4%
Capital & Reserves	0	0	(62,432)	0.0%
Total Operating Expenses	3,356,376	4,264,674	4,043,884	(5.2%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	18	18
Open FY 2024 Positions	0	1	1
Total FY 2024 Positions (Filled + Open)	0	19	19
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	19	19

FY 2025 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 and state and federal regulatory requirements
- Evaluate all litigation cases (about 120) 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

- Percentage of 120 pending litigation cases resolved
- Percentage of Statement of Financial Interest and Affiliation forms completed
- Percentage of procurement solicitations over \$5 million reviewed

FY 2024 Accomplishments

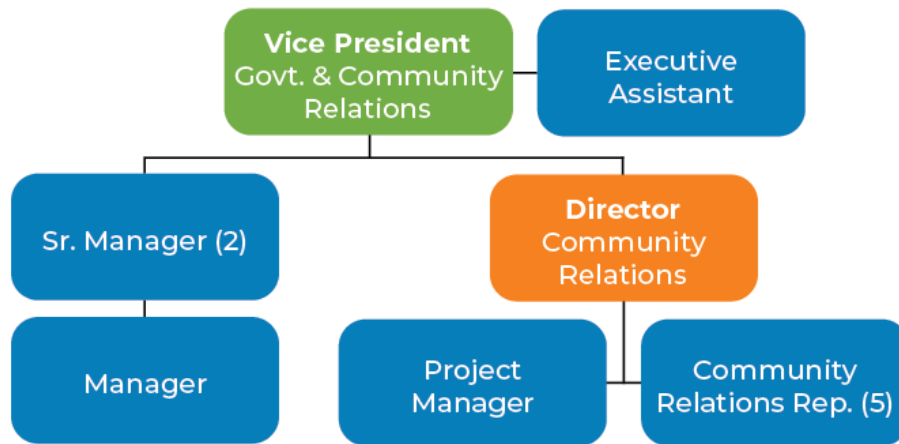
- Developed and launched new virtual training on ethics, conflicts, gratuities, and required disclosures that includes a competency exam at the end of the course
- Amended Board Bylaws and Rules to centralize two-thirds voting requirements in one document and updated the Board Travel Policy
- Reviewed more than 50 legislative bills, tracked several that impacted DART, and assisted with substitute language on two key bills
- Reviewed all procurement solicitations over \$10 million

GOVERNMENT & COMMUNITY RELATIONS

Overview

Government and Community Relations manages DART’s legislative agenda at the federal, state, regional, and service area city level and relations with more than 300 elected officials. The department also coordinates the Citizens Advisory Committee (CAC) and builds relationships with community stakeholders, including businesses, chambers of commerce, schools and school communities, advocacy groups, and neighborhood groups and associations. 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.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$755,411	\$980,575	\$943,588	(3.8%)
Benefits	325,144	431,566	363,198	(15.8%)
Services	657,050	904,000	868,647	(3.9%)
Materials & Supplies	27,490	57,535	57,145	(0.7%)
Leases, Rentals, Taxes, & Other	20,515	120,600	120,600	0.0%
Capital & Reserves	0	0	(36,514)	0.0%
Total Operating Expenses	\$1,785,611	\$2,494,277	\$2,316,664	(7.1%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	8	8
Open FY 2024 Positions	0	6	6
Total FY 2024 Positions (Filled + Open)	0	14	14
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	3	3
Total FY 2025 Position Changes (New - Elim)	0	(3)	(3)
Total FY 2025 Positions	0	11	11

FY 2025 Key Initiatives

- Communicate weekly with the Board regarding critical items, including updates on federal and state legislative activity, service area city council agendas, and reports from the CAC and Regional Transportation Council (RTC)
- Continue actively collaborating with the NCTCOG on state legislative items and the Regional Transit 2.0 initiative to enhance regional transit coordination and services and ensure our legislative priorities align to support sustainable and efficient public transportation solutions
- Proactively pursue DART's legislative priorities for the 89th session, building on our strategic efforts to position DART as an economic and mobility asset to the region and emphasizing our focus on issues over party affiliation

FY 2024 Accomplishments

- Coordinated the submission of four DART requests to the agency's congressional delegation for FY 2025 Community Project Funding
- Educated the community about public transit and DART at nearly 170 meetings and outreach events in the community, including 22 Comprehensive Fare Study events
- Increased awareness of and safety around Silver Line construction areas through 75 community, business organization, and residential events
- Coordinated and hosted DART's signature annual events, including the Student Art Contest, the Older Americans Health Fair, and Bike to Work Day, with more than 2,000 participants
- Hosted more than 150 local, state, and federal legislators, along with staff from each member city and county, city managers, and members of our delegation at the inaugural Government Relations Open House

HUMAN RESOURCES

Overview

Human Resources is an integral partner in DART's organizational well-being. It ensures employees have the necessary resources and guidance to succeed and fosters a best-in-class work environment where they can thrive. HR focuses on two of the six strategic goals: Empowered Agency and Culture of Contribution.

HR's primary focus is developing programs that support and enhance the employee experience, from recruitment campaigns (in partnership with Marketing) and employee engagement events like the DART Family Picnic to implementing Workday to better manage our human capital.

HR is structured to span the entire employee life cycle, from external recruitment and new employee experience to training, development, and the general work environment. The department focuses on building a diverse and talented workforce with the knowledge, experience, and skills that make DART a transit industry leader.

Divisions

Talent Acquisition sources talent, developing strategies and processes to identify and attract enough 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.

Compensation maintains and updates classifications for all positions at DART, including evaluating reclassification requests. 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.

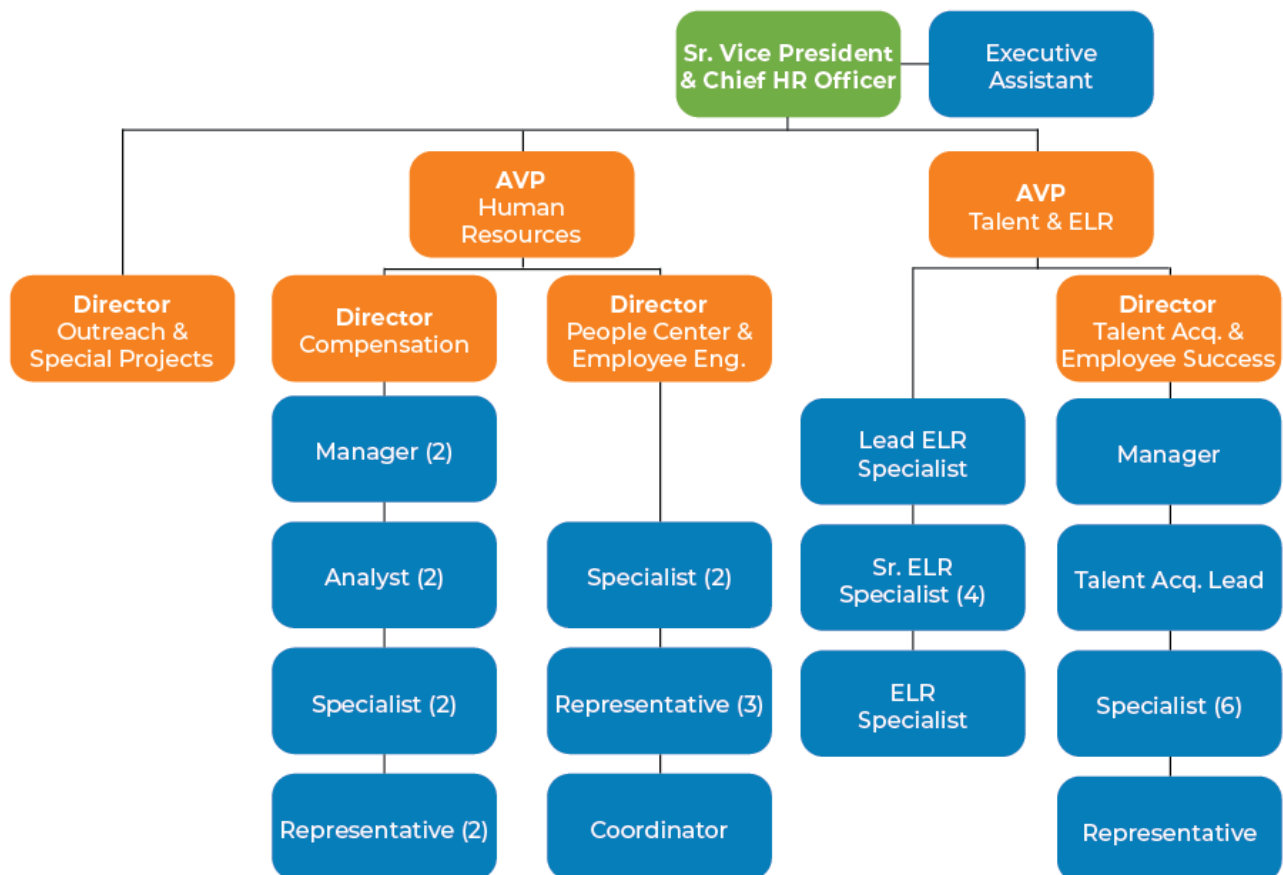
Organizational Development provides employees with training, tools, coaching, and consulting to achieve individual, team, and organizational effectiveness.

Employee Engagement creates communication and engagement channels during each stage of the employee experience through 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.

Outreach and Special Projects is a new division that will build and maintain relationships with key organizations in our service area—community agencies, Dallas Workforce Solutions, colleges and universities, trade schools, and more—to create an engaged and diverse talent pipeline that supports DART’s hiring needs.

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

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$3,097,735	\$3,516,139	\$3,672,626	4.5%
Benefits	1,438,860	1,486,062	1,416,571	(4.7%)
Services	1,362,653	1,396,992	1,244,100	(10.9%)
Materials & Supplies	223,586	199,377	181,885	(8.8%)
Leases, Rentals, Taxes, & Other	415,353	444,587	435,596	(2.0%)
Capital & Reserves	0	0	(103,106)	0.0%
Total Operating Expenses	\$6,538,186	\$7,043,157	\$6,847,672	(2.8%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	38	38
Open FY 2024 Positions	0	5	5
Total FY 2024 Positions (Filled + Open)	0	43	43
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	43	43

FY 2025 Key Initiatives

- Continue streamlining the hiring process and bolster recruitment
- Increase retention by reducing voluntary separations
- Increase engagement with the DART Proud recognition program and participation in the Excellence in Service awards
- Ensure a consistent employee engagement survey process that emphasizes follow-up and results
- Update policies, procedures, and processes to reflect changing agency needs, including consolidating the Hourly Employee and Administrative Employee manuals
- Develop Leadership Sustainability Program

Key Performance Indicators

- Grievances and complaints filed annually
- Average number of days to fill position
- Voluntary attrition rate

- Percentage of employees who are fully or somewhat engaged
- Wellness Program engagement rate
- Number of participants in DART Management Academy
- Number of participants in Crucial Accountability training

FY 2024 Accomplishments

- Reduced hostile work environment complaints by 20 percent
- Created a position to manage ELR data and transitioned grievances and complaints from hard copy to digital process
- Implemented a single sign-on for all benefits through the Accolade app to ensure seamless access for employees
- Expanded benefit offerings to include critical illness, accidental death, and hospital indemnity
- Launched a mandatory development program for new and emerging supervisors and a Crucial Conversations continuity program for participants to continue building communication skills
- Reduced average time-to-fill to 61 days and created a Learning Management System video to teach employees how to apply for a job as an internal candidate

OFFICE OF INTERNAL AUDIT

Overview

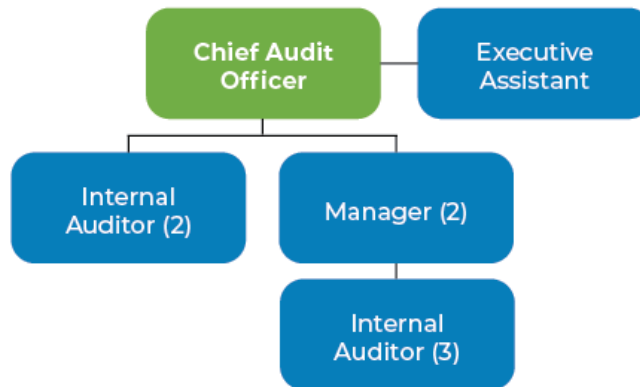
The Office of Internal Audit protects organizational value and enhances operations through objective risk-based assurance, advice, and insight. Per DART’s Internal Audit Charter and the Audit Committee Charter, Internal Audit operates as an independent appraisal function within DART as one of the four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

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 is primarily responsible for ensuring internal controls are working correctly.

Divisions

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

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$719,845	\$877,135	\$916,693	4.5%
Benefits	289,198	341,363	326,213	(4.4%)
Services	342,592	450,947	438,525	(2.8%)

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Materials & Supplies	1,061	1,755	1,755	0.0%
Leases, Rentals, Taxes, & Other	10,102	21,425	22,020	2.8%
Capital & Reserves	0	0	(24,779)	0.0%
Total Operating Expenses	\$1,362,798	\$1,692,625	\$1,680,427	(0.7%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	9	9
Open FY 2024 Positions	0	0	0
Total FY 2024 Positions (Filled + Open)	0	9	9
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	9	9

FY 2025 Key Initiatives

- Ensure the internal audit plan covers at least 33 percent of the auditable areas
- 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
- Communicate recommendations to reduce risks and improve process efficiencies to executive management through audit reports
- Monitor construction of the Silver Line to include progress billings, project controls, safety, quality controls, and change management processes
- Follow up on reported issues to ensure action plan completion
- Ensure professional staff complete at least 20 hours of continuing professional education annually

Key Performance Indicators

- On-time issuance of reports upon fieldwork completion

FY 2024 Accomplishments

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

LIGHT RAIL OPERATIONS

Overview

Light Rail Operations is responsible for service delivery, personnel scheduling and assignments, operator training, service monitoring, performance analysis, evaluation, and staff compliance with rules and procedures.

Divisions

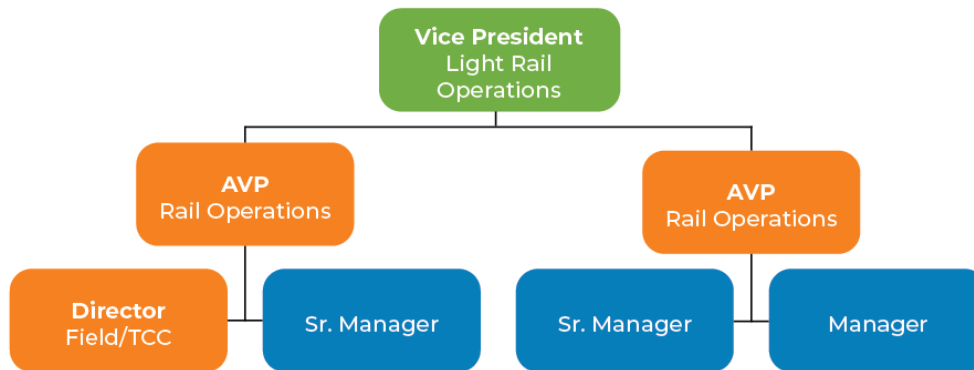
Rail Operations Administration schedules, monitors, and evaluates rail operator performance in compliance with all applicable rules and procedures. The division also includes Emergency Management, which focuses on standard operating procedures, communication with key stakeholders, and emergency coordination 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 Central Rail Operating Facilities (CROF) management team oversees service delivery, personnel scheduling and assignments, operator training, service monitoring, performance analysis, evaluation, and staff compliance with rules and procedures for the CROF. The Northwest Rail Operating Facilities (NWROF) team does the same for that facility.

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

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$22,294,983	\$23,527,574	\$23,275,733	(1.1%)
Benefits	9,716,958	11,133,248	10,145,181	(8.9%)
Services	3,013	7,372	6,724	(8.8%)
Materials & Supplies	57,234	130,884	80,711	(38.3%)
Leases, Rentals, Taxes, & Other	54,659	49,764	47,868	(3.8%)
Total Operating Expenses	\$32,126,847	\$34,848,842	\$33,556,217	(3.7%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	209	86	295
Open FY 2024 Positions	17	8	25
Total FY 2024 Positions (Filled + Open)	226	94	320
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	226	94	320

FY 2025 Key Initiatives

- Practice fiscal responsibility through conscientious asset management and focus on the customer
- 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
- Complaints per 100,000 passengers

FY 2024 Accomplishments

- Increased on-time performance to 93 percent through focus on staffing and ensuring the right people are in the right positions
- Operated two "holiday" LRVs to improve the rider experience

MAINTENANCE OF WAY & FACILITY MAINTENANCE

Overview

Maintenance of Way (MOW) and Facility Maintenance keeps DART's entire light rail system and facilities in good repair. The system encompasses 211.16 miles of double track, 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 bus, light rail, and commuter rail passenger facilities, major administrative facilities, and agency-wide radio communication and security camera systems.

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.

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 17 transit centers, 70 rail platforms, more than 13,000 bus stop amenities, 31 crew quarters, streetcar stations, park-and-rides, multiple information pylons, guide-a-rides, and tunnel equipment, including fire life safety equipment. The section is also responsible for the DART Headquarters property and parking garage and maintenance and repair at DART Police administrative facilities and substations. In FY 2024, the division also took on contract management and field inspections for all DART amenities.

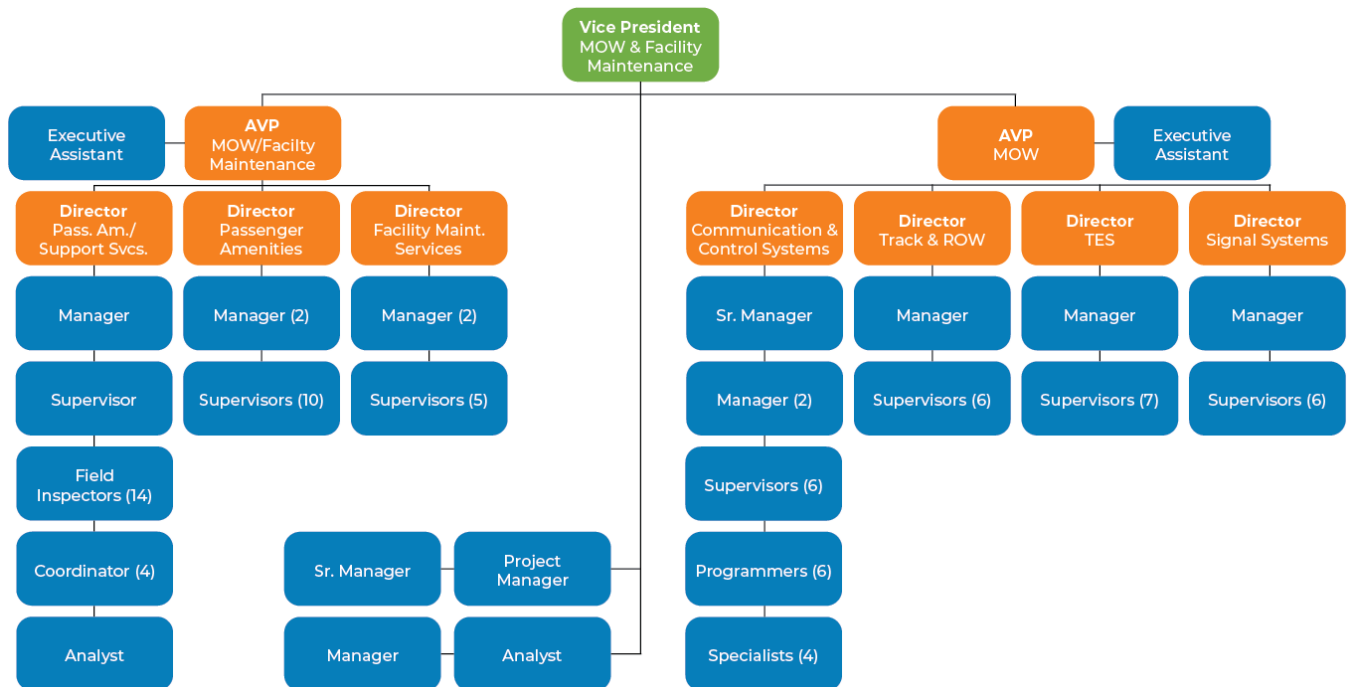
Traction Electrification System (TES) maintains the light rail traction electrification system. Time-based, corrective, and condition-based maintenance and repairs are performed on 208 miles of overhead catenary, support structures, conductors, cable, hardware, 78 DC traction power substations providing 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.

Communication and Control Systems provides two-way radio and data communications support to the agency and the City of Dallas' emergency services. They maintain real-time data links from field units such as traction power substations and signal houses via a Supervisory Control and Data Acquisition (SCADA) system to the Train Control Center (TCC) and via the Trapeze Transit Master CAD/AVL system to Bus Dispatch. The section also maintains SCADA, the communications transmission system, and all communication devices along the right-of-way for the Dallas Streetcar.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$31,112,535	\$30,913,843	\$33,597,512	8.7%
Benefits	12,732,217	13,781,668	13,347,907	(3.1%)
Services	19,425,481	20,704,201	21,387,771	3.3%
Materials & Supplies	5,187,124	6,458,522	6,123,071	(5.2%)
Utilities & Communications	13,085,149	15,203,652	15,330,075	0.8%
Leases, Rentals, Taxes, & Other	533,387	617,337	619,324	0.3%
Capital & Reserves	0	0	(1,283,557)	0.0%
Total Operating Expenses	\$82,075,893	\$87,679,223	\$89,122,103	1.6%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	267	93	360
Open FY 2024 Positions	15	11	26
Total FY 2024 Positions (Filled + Open)	282	104	386
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	1	1
Total FY 2025 Position Changes (New - Elim)	0	(1)	(1)
Total FY 2025 Positions	282	103	385

FY 2025 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 2024 Accomplishments

- Revitalized stations that will be mobility hubs for Silver Line and other DART services and upgraded others, including CityLine/Bush and Downtown Carrollton, with new landscaping, trees, and restricted parking lots
- Upgrading Downtown Carrollton, Royal Lane, Southwest Medical District, and Inwood/Love Field stations on the Green Line to increase cab speeds by 30 percent; expected completion date of September 2024
- Installed Bluetooth Wi-Fi irrigation controllers system-wide to identify irrigation issues more quickly and efficiently
- Helped facilitate June 2024 service change, including installing 130 new bus stops with signage and making bus bay changes to seven stations
- Installed approximately 300 new crossties, repaired 2,400 rail defects, and surfaced 60 miles of track across the system
- Collaborated with HNTB to conduct the Signal Modernization Study
- Completed the first of two 54-hour Central Business District (CBD) re-tensioning closures of the Overhead Catenary System (OCS)
- Supported Technology with upgrades to new VOIP system and radio system
- Added cameras to Rowlett grade crossing and two significant junctions, upgraded the SCADA network, and continued to upgrade CCTV infrastructure at rail stations

MARKETING

Overview

Marketing 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

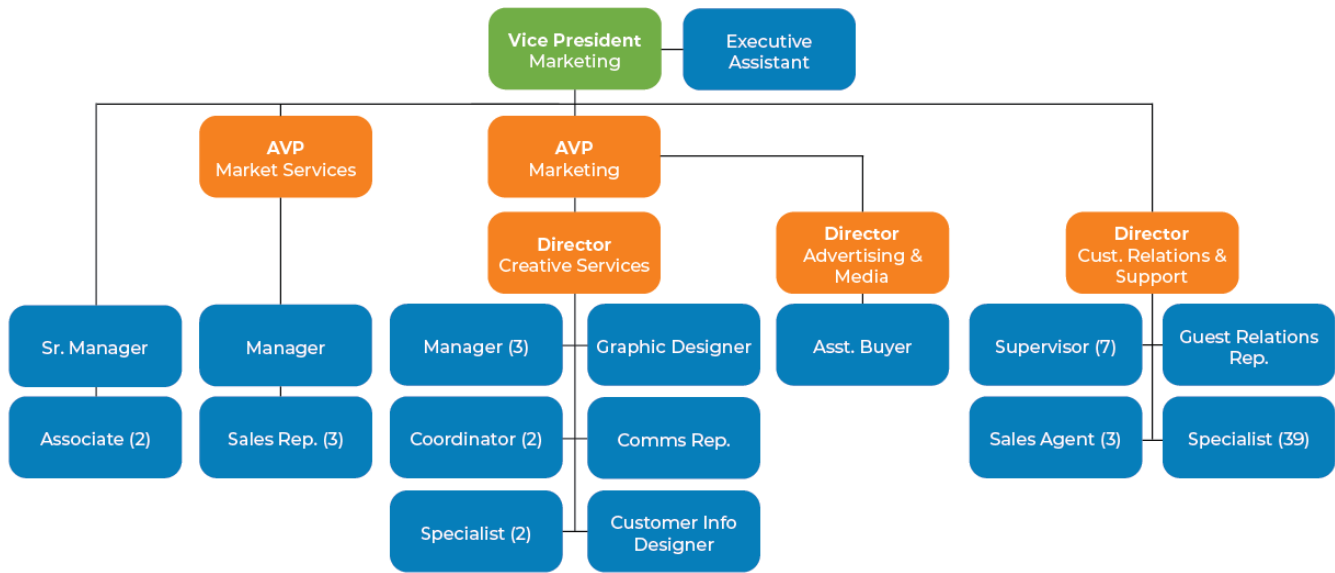
Marketing Strategy leads strategic planning, project management, marketing communications, and creative executions tied to DART's strategic goals and marketing initiatives. The team also directs our outside advertising agency's strategy, creative services, and execution.

Creative Services develops and delivers all in-house creative services and concepts for agency marketing programs and initiatives and manages the marketing and activity calendar. The team facilitates the printing, delivery, and installation of collateral, signage, internal communications, promotional materials, system maps, timetables, and other customer-facing information. They manage brand standards to ensure product quality, including vehicle livery and customer information.

Marketing Services is responsible for increasing ridership through bulk sales of transit passes and advertising/sponsorship agreements, including Corporate Annual Passes, Higher Education Student Passes, and Group Pass Sales. This team also manages Special Events, the DARTmart, and Customer Relations and Support (call center).

Media Planning and Buying, Promotions, and Partnerships is responsible for planning, negotiating, and securing the most impactful media placements to amplify DART's presence and reach. It specializes in creating innovative promotional campaigns and fostering strategic partnerships that drive engagement and deliver measurable results. The team also manages media advertising buys for the agency, including notices of system and fare modifications, marketing promotions, procurement solicitations, and other programs.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$5,113,808	\$5,395,752	\$5,168,521	(4.2%)
Benefits	2,379,338	2,579,734	2,245,159	(13.0%)
Services	3,696,419	3,000,605	3,029,653	1.0%
Materials & Supplies	347,688	416,033	446,720	7.4%
Leases, Rentals, Taxes, & Other	206,526	319,414	329,576	3.2%
Capital & Reserves	0	0	(171,448)	0.0%
Total Operating Expenses	\$11,743,778	\$11,711,537	\$11,048,181	(5.7%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	38	29	67
Open FY 2024 Positions	0	7	7
Total FY 2024 Positions (Filled + Open)	38	36	74
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	2	2
Total FY 2025 Position Changes (New - Elim)	0	(2)	(2)
Total FY 2025 Positions	38	34	72

FY 2025 Key Initiatives

- Promote DART as a preferred employer by launching a 360-degree hiring campaign that includes asset and media advertising, increasing followers on LinkedIn, and supporting HR during hiring events
- Align with accountable functions to drive awareness of cleanliness, security, and reliability efforts with evergreen campaigns
- 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 on both DART and TRE
- Maintain Call Center support for our riders consistent with our service and improve service engagement
- Support Silver Line opening through events, advertising, and customer information at each station
- Create or maintain campaigns to support the use of DART services and special events, such as the GoPass app and Tap Card, the Student Art Contest, etc.
- 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
- Online engagements, impressions, and followers
- Net Promoter Score from Customer Satisfaction Survey

FY 2024 Accomplishments

- Developed and executed the Inspiring Voices campaign, delivering audio and printed elements on buses and trains that included messages from executive management and community leaders like Erykah Badu, Danny Luna, and Greg Fields
- Partnered with CW33 on appreciation campaigns such as Transit Driver Appreciation and Women's Heritage Month
- Elevated DART's brand and cultural relevance through the DARTxBADU campaign, which yielded more than eight million total paid media impressions, outperforming previous DART benchmarks, and an estimated 400 million earned local and national media impressions, an estimated value of \$4.9 million

MATERIALS MANAGEMENT

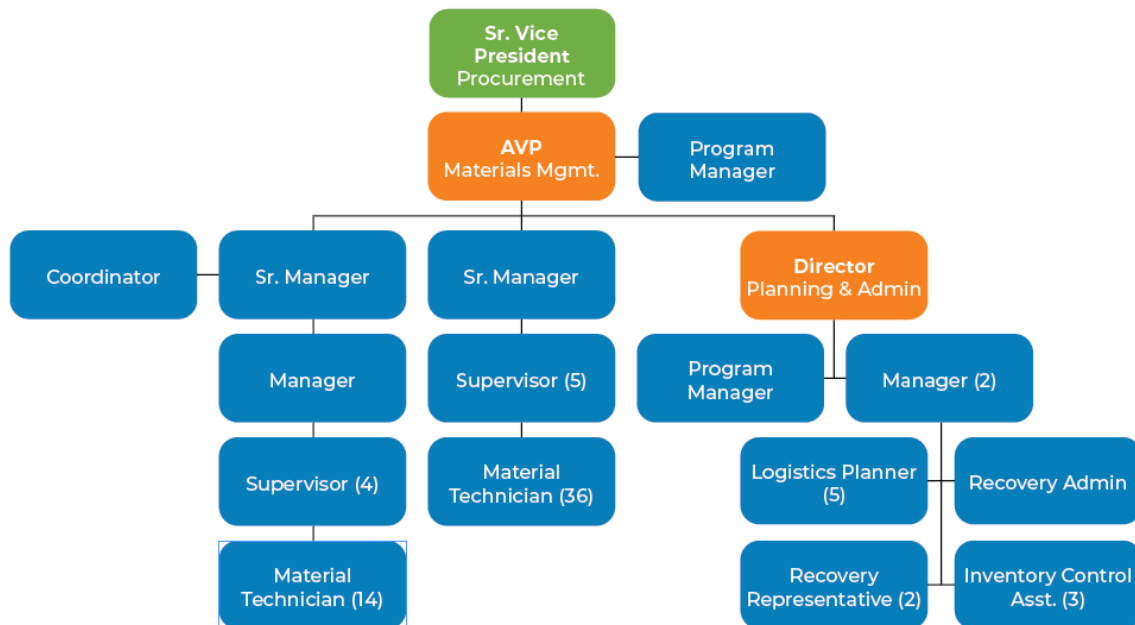
Overview

Materials Management oversees the ordering, receipt, distribution, and disposal of all agency materials and equipment. The department manages an inventory of more than 13,000 parts valued at more than \$45.3 million.

Divisions

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

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$4,448,932	\$5,082,183	\$5,164,184	1.6%
Benefits	2,196,378	2,576,423	2,392,800	(7.1%)
Services	552,271	21,503	2,701	(87.4%)
Materials & Supplies	716,654	835,551	894,358	7.0%
Leases, Rentals, Taxes, & Other	13,170	63,684	63,684	0.0%
Capital & Reserves	0	0	(125,595)	0.0%
Total Operating Expenses	\$7,927,404	\$8,579,344	\$8,392,133	(2.2%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	47	30	77
Open FY 2024 Positions	3	0	3
Total FY 2024 Positions (Filled + Open)	50	30	80
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	50	30	80

FY 2025 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 2024 Accomplishments

- Navigated ongoing supply chain issues and received most parts timely to support fleet availability
- Configured new inventory system of record to meet operational needs
- Continued to work with HR to address staffing shortages

MOBILITY MANAGEMENT SERVICES

Overview

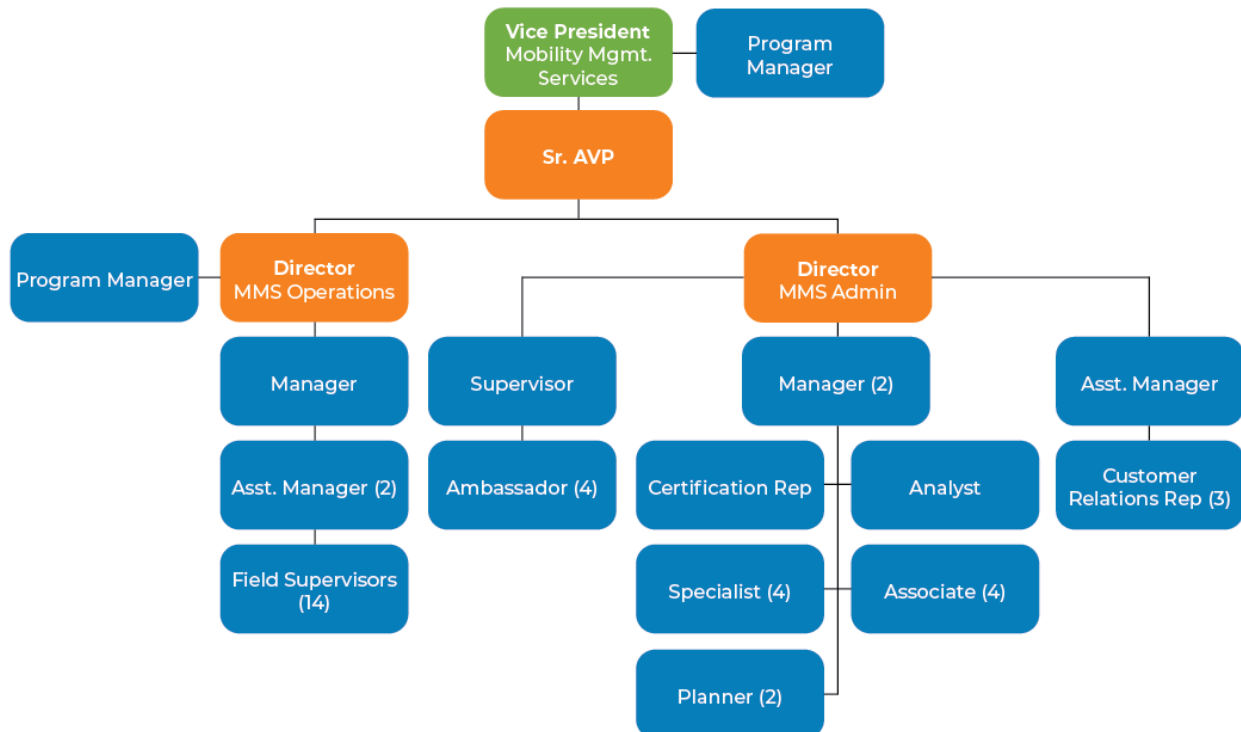
Mobility Management Services (MMS) provides accessible origin-to-destination and door-to-door public transportation services within the service area per the Board-approved Accessible Services Policy and the Americans with Disabilities Act of 1990 (ADA). The department manages GoLink, the Rider Assistance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

Divisions

MMS Administration assesses and certifies customers' eligibility for paratransit services and manages customer relations, budgeting, and business planning.

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

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$3,124,733	\$3,506,949	\$3,464,117	(1.2%)
Benefits	1,403,989	1,535,079	1,422,075	(7.4%)
Services	884,534	776,638	2,070,852	166.6%
Materials & Supplies	25,927	50,903	45,470	(10.7%)
Utilities & Communications	282	1,200	252	(79.0%)
Purchased Transportation	42,642,597	58,872,542	78,824,719	33.9%
Leases, Rentals, Taxes, & Other	45,529	49,990	40,430	(19.1%)
Capital & Reserves	0	0	(948,524)	0.0%
Total Operating Expenses	\$48,127,591	\$64,793,300	\$84,919,392	31.1%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	44	44
Open FY 2024 Positions	0	2	2
Total FY 2024 Positions (Filled + Open)	0	46	46
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	46	46

FY 2025 Key Initiatives

- Implement the new purchased transportation contract in coordination with Procurement, Service Planning, 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

Key Performance Indicators

- ADA on-time performance
- ADA passengers per revenue hour
- Number of complaints per 1,000 trips
- Percentage of ADA dispatch/reservation calls answered within three minutes

FY 2024 Accomplishments

- Collaborated with Procurement, Service Planning, Finance, and Legal on a new Board-approved contract scheduled to start October 1, 2024
- Partnered with the contractor to bring new vehicles online, improving service levels
- Added three zone-to-zone GoLink pilots in January 2024
- Provided shuttle service for special events, including Election Day, City Hall at Fair Park, and the State Fair
- Partnered with Operations and Police to provide rescue trips for individuals using mobility devices

POLICE

Overview

DART Police implement 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, which includes Internal Affairs, Planning and Special Events, and Budget. **Operations Support** includes Criminal Investigations, Police Training, Hiring and Recruiting, Emergency Preparedness, Quartermaster, and Police Technology. **Telecommunication** encompasses Police Dispatch and Camera Monitors.

Field Operations Support and **Fare Enforcement** are the two most visible divisions. These are the police officers performing their duties on trains and buses and at DART facilities and the fare enforcement officers checking train fares and issuing citations for fare evasions, respectively.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$30,292,726	\$35,126,213	\$32,181,514	(8.4%)
Benefits	12,299,152	14,377,114	12,275,803	(14.6%)
Services	4,626,277	7,394,640	12,055,840	63.0%
Materials & Supplies	384,456	730,000	669,565	(8.3%)
Utilities & Communications	230,027	174,000	174,000	0.0%
Leases, Rentals, Taxes, & Other	495,773	511,370	612,650	19.8%
Total Operating Expenses	\$48,328,411	\$58,313,336	\$57,969,372	(0.6%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	326	326
Open FY 2024 Positions	0	76	76
Total FY 2024 Positions (Filled + Open)	0	402	402
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	34	34
Total FY 2025 Position Changes (New - Elim)	0	(34)	(34)
Total FY 2025 Positions	0	368	368

FY 2025 Key Initiatives

- Increase the visibility of uniformed police employees on the system and deploy Transit Security Officers (TSOs) 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 as measured through fare evasion surveys

Key Performance Indicators

- Number of Group A offenses per 100,000 riders
- Arrests per 100,000 riders
- Average response time to Priority 1 calls

FY 2024 Accomplishments

- Fully staffed 100 contracted TSOs to assist with patrolling light rail vehicles and platforms
- Added funds to the armed guard security contract to provide 24/7 coverage at all five bus and rail operating facilities
- Implemented the Crime Prevention through Environmental Design (CPTED) recommendations for better lighting and barriers

PROCUREMENT

Overview

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

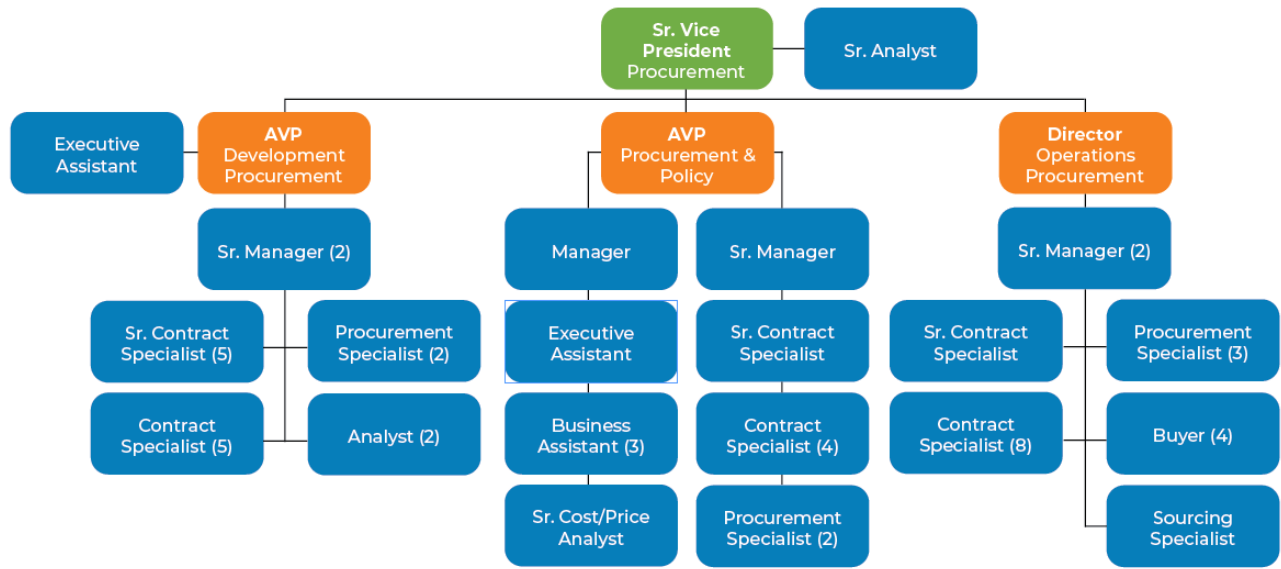
Divisions

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 provides contract sourcing and administration support to Capital Design & Construction and Engineering & Technical Services. The division collaborates with these departments to identify innovative, yet compliant solutions to deliver planned programs and projects timely.

Operations Procurement supports DART in several ways, including procurement services for Operations and Materials Management. The Operations group covers daily operations, maintenance, and service procurement for bus, light and commuter rail, streetcar, Mobility Management Services, and MOW & Facility Maintenance. This division also supports Materials Management via a primary inventory warehouse and satellite locations at each operating garage. Lastly, part of this team performs all the agency's small purchases—from \$2,500 to \$50,000—for commodities and services.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$2,678,773	\$3,892,288	\$4,141,253	6.4%
Benefits	1,114,940	1,753,825	1,652,806	(5.8%)
Services	87,585	50,000	23,700	(52.6%)
Materials & Supplies	648,804	23,485	27,740	18.1%
Leases, Rentals, Taxes, & Other	119,456	220,544	213,346	(3.3%)
Capital & Reserves	0	(880,386)	(74,071)	(91.6%)
Total Operating Expenses	\$4,649,558	\$5,059,756	\$5,984,774	18.3%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	39	39
Open FY 2024 Positions	0	14	14
Total FY 2024 Positions (Filled + Open)	0	53	53
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	1	1
Total FY 2025 Position Changes (New - Elim)	0	(1)	(1)
Total FY 2025 Positions	0	52	52

FY 2025 Key Initiatives

- Support System Modernization Program procurements, including new light rail vehicles (LRVs), rail operating facility modifications, platform raises, and signaling system upgrades
- Pursue the Achievement of Excellence in Procurement Award for 2025
- Implement initiatives outlined in 2024 Professional Services and Close-Out Audit
- Assess organizational efficiency and implement processes/procedures necessary to achieve strategic goals
- Support other state of good repair projects resulting from the 100 percent asset condition assessment
- Increase technical and professional acumen of Procurement staff and fully staff all sections
- Plan or support technology advancements (e.g., Bonfire Contracts Module, sourcing of the new ERP, software upgrades, etc.)
- Deploy innovative communication tools to improve customer service
- Use Bonfire's Vendor Survey scorecard to improve vendor management and performance

Key Performance Indicators

- Percentage of Board agenda items completed by original Procurement milestone established during initial planning meeting with customer
- Percentage of acquisitions completed within established Procurement lead times
- Average days to close contract after final payment/release of claims
- Percentage of audit-ready procurement files
- Percent improvement in annual customer service survey score

FY 2024 Accomplishments

- Awarded key procurements for rail passenger information display systems, mobility management services, new ticket vending machines, major on-call construction contracts, LRV and bus seat replacements and cleaning contracts, and program management consultants for System Modernization
- Took final acceptance and delivery of Silver Line trains
- Consolidated Dispatch and Command Center is scheduled for completion by the end of 2025
- Engaged a resource to assist in rewriting the DART Procurement Regulations, policies, and procedures
- Implemented a comprehensive Introduction to Procurement training for new employees

PUBLIC RELATIONS

Overview

Public Relations supports the agency's efforts to keep the public informed about the many positive things happening here at DART. The department aims to connect our brand and agency initiatives with riders, the media, and the community.

Divisions

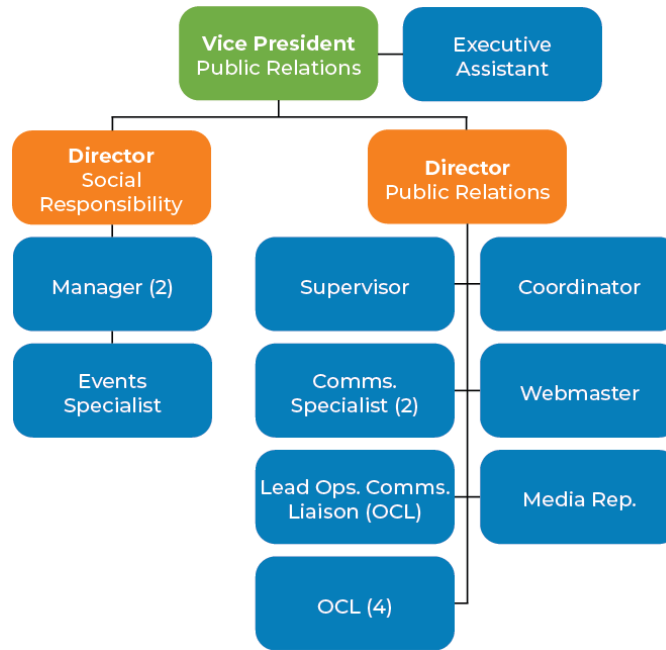
Social Responsibility handles DART's community initiatives through four targeted outreach pillars: 1) homelessness/behavioral health, 2) urban farming/food deserts, 3) human trafficking, and 4) DART employee volunteers. Through targeted community engagement and strategic partnerships, this team ensures that all riders have a safe, secure, and comfortable experience while supporting vulnerable populations.

Special Events connects DART to local events of interest to our rider base. This team works to establish partnerships across the service area, emphasizing events that promote ridership. Many of these are long-standing, signature regional events, including the State Fair, Mavericks and Stars games, the Wildflower! Arts and Music Festival in Richardson, or Taste of Addison.

Media Relations oversees internal communications and external media relations to inform employees and the public about DART services and programs. Operations Communications Liaisons provide the team with real-time updates on service issues or delays, respond to customer inquiries as needed, and execute communication updates and messaging across various digital platforms.

Content Development monitors and manages DART's social media channels to understand public perception and give the agency another platform to broadcast the events and efforts that matter to the cities we serve.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$510,520	\$1,144,053	\$1,392,163	21.7%
Benefits	212,239	466,675	532,238	14.0%
Services	391,421	1,310,472	2,209,690	68.6%
Materials & Supplies	12,854	59,242	115,570	95.1%
Leases, Rentals, Taxes, & Other	66,923	163,720	240,804	47.1%
Capital & Reserves	0	0	(46,028)	0.0%
Total Operating Expenses	\$1,193,956	\$3,144,162	\$4,444,437	41.4%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	10	10
Open FY 2024 Positions	0	6	6
Total FY 2024 Positions (Filled + Open)	0	16	16
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	16	16

FY 2025 Key Initiatives

- Redesign and broaden the DART Cares program to cover more community initiatives, including launching human trafficking awareness efforts and continuing our partnership with Restorative Farms
- Increase DART employee volunteer participation
- Continue to execute high-quality signature events and support Social Responsibility in implementing best practices for community events
- Conduct media training for executive management and establish an on-call schedule for media requests
- Expand the influencer program to encourage ridership
- Launch a social media tool that allows DART to respond to customer inquiries and identify frequent requesters
- Promote DART as a preferred employer by increasing LinkedIn followers and supporting HR during hiring events
- Partner with Technology to improve search engine optimization (SEO) and usability of DART.org

Key Performance Indicators

- Percentage increase in Dallas Connector usage
- Advertising value for special event partners
- Media placements
- Social media engagements and followers
- Website views and time on site

FY 2024 Accomplishments

- Launched several pilot programs, including the employee volunteer program and partnership with Restorative Farms
- Hosted or engaged in 31 events and carried thousands of riders to the State Fair, sporting events, and more
- Established media hotline, tracking for media inquiries, and daily media mentions newsletter
- Continued partnership with Glocally to create natural content leveraging the power of influencers

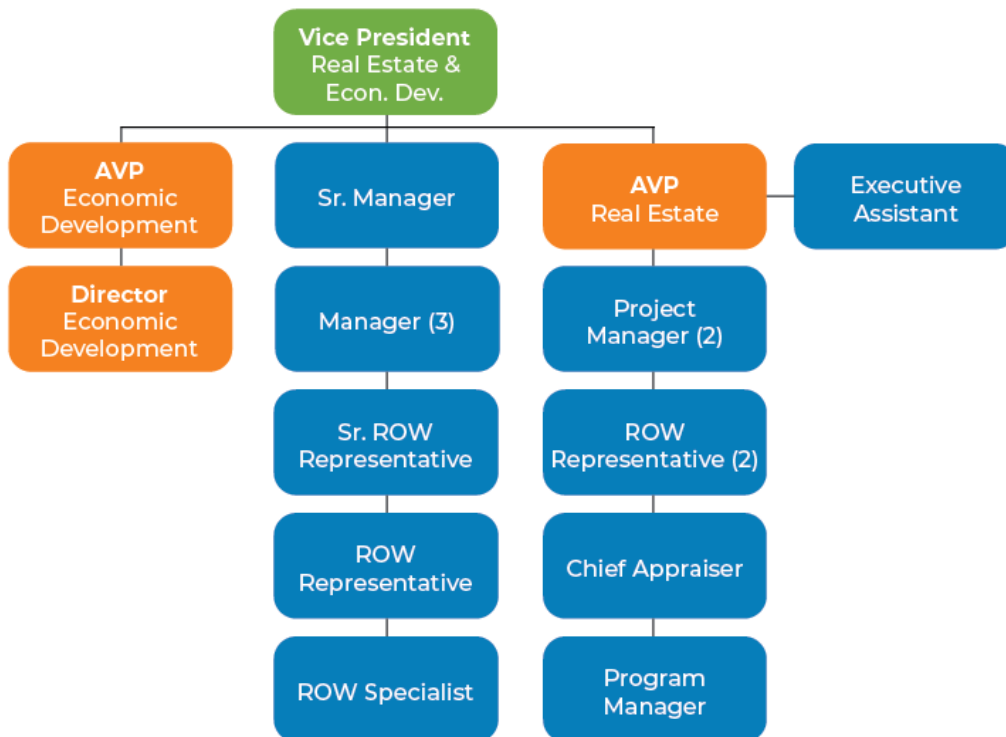
REAL ESTATE & ECONOMIC DEVELOPMENT

Overview

Real Estate and Economic Development leads and oversees the Office of Real Estate, Railroad Right of Way (RRROW) 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 RRROW
- Maintaining the highest and best use of all assets within DART’s real estate portfolio
- Generating revenue from DART’s real estate and RRROW assets through licenses, leases, trackage rights agreements, and sales of surplus property
- Supporting service area city initiatives through the sale or shared use of DART’s real estate and RRROW assets
- Real estate and RRROW asset acquisition and management to support operations and capital construction projects

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$1,707,024	\$1,868,388	\$1,965,111	5.2%
Benefits	649,348	724,221	694,670	(4.1%)
Services	719,530	1,538,022	1,184,676	(23.0%)
Materials & Supplies	2,341	4,324	5,104	18.0%
Utilities & Communications	6,413	17,878	8,876	(50.4%)
Claims & Insurance	(31)	0	0	0.0%
Purchased Transportation	(4,276)	98,492	98,492	0.0%
Leases, Rentals, Taxes, & Other	67,586	90,908	99,454	9.4%
Total Operating Expenses	\$3,147,936	\$4,342,233	\$4,056,383	(6.6%)

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	16	16
Open FY 2024 Positions	0	3	3
Total FY 2024 Positions (Filled + Open)	0	19	19
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	19	19

FY 2025 Key Initiatives

- Maintain and support TOD partnerships with service area cities as outlined in existing agreements and identify at least two new partnership opportunities
- Add value to the overall DART system, particularly significant underused property identified in the TOD inventory and reflected in the quarterly parking utilization surveys
- Collaborate with service area cities and transportation partners to expand mobility opportunities and develop more sustainable land use throughout DART's service area

Key Performance Indicators

- Number of surplus properties disposed
- Number of TOD agreements

FY 2024 Highlights

- Maintain and support TOD partnerships with service area cities 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

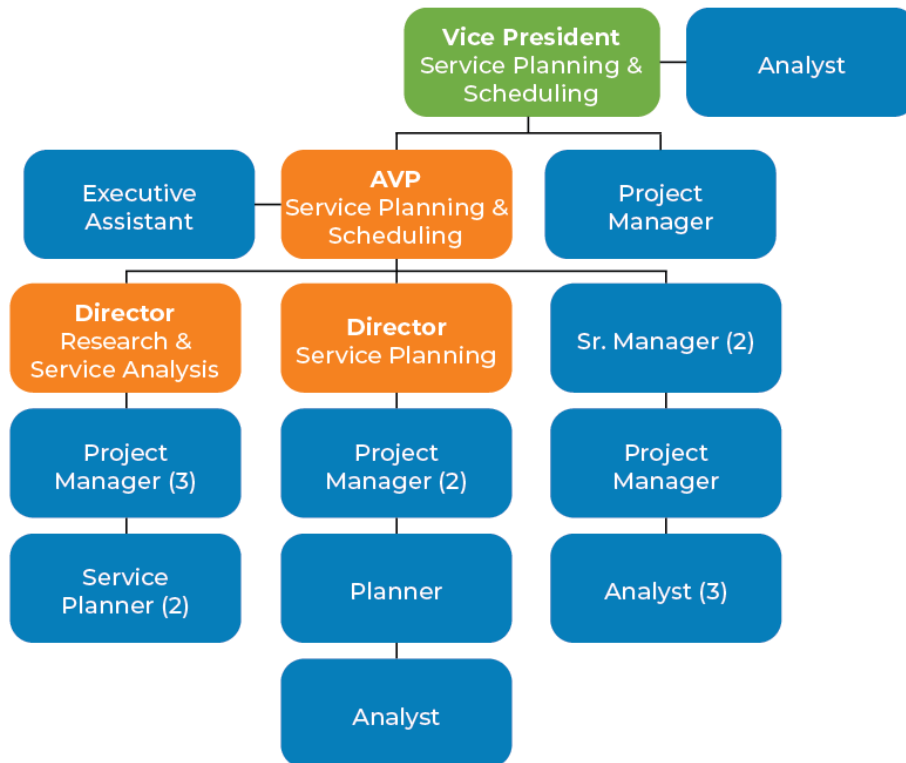
SERVICE PLANNING & SCHEDULING

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 in developing responsive, efficient, effective, and productive bus, rail, and demand-responsive services for DART customers and the community. Their work is a direct input to activities throughout the agency, supporting Marketing, Bus Operations, Light Rail Operations, and numerous other groups.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$1,695,246	\$2,064,624	\$2,103,527	1.9%
Benefits	685,374	817,366	769,842	(5.8%)
Services	496,526	594,025	1,020,000	71.7%
Materials & Supplies	10,930	17,252	17,447	1.1%
Purchased Transportation	5,595,534	2,202,296	2,511,044	14.0%
Leases, Rentals, Taxes, & Other	34,071	116,665	102,693	(12.0%)
Capital & Reserves	0	0	(85,087)	0.0%
Total Operating Expenses	\$8,517,681	\$5,812,228	\$6,439,466	10.8%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	21	21
Open FY 2024 Positions	0	1	1
Total FY 2024 Positions (Filled + Open)	0	22	22
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	22	22

FY 2025 Key Initiatives

- Advance the second round of service improvements associated with Phase 2 of the Bus Network Redesign
- Implement fare changes associated with the Comprehensive Fare Study
- Complete review of all customer-facing information from wayfinding to timetables as part of the Visual Experience Redesign project and identify elements for implementation
- Complete a Silver Line implementation plan, including proposed schedules and related bus service changes

FY 2024 Accomplishments

- Implemented new cloud-based software for real-time arrival predictions and schedule/on-time performance analysis and established working groups aimed at improving bus and rail on-time performance

- Developed a new Phase 3 scenario of the Bus Network Redesign in coordination with components of the Seamless Mobility strategic goal
- Completed work on the Comprehensive Fare Study and brought recommended policy changes to the Board for consideration and action
- Initiated the Visual Experience Redesign project
- Began detailed planning work in preparation for Silver Line opening, including schedule development and recommendations for bus and GoLink service changes

STRATEGY & TRANSFORMATION

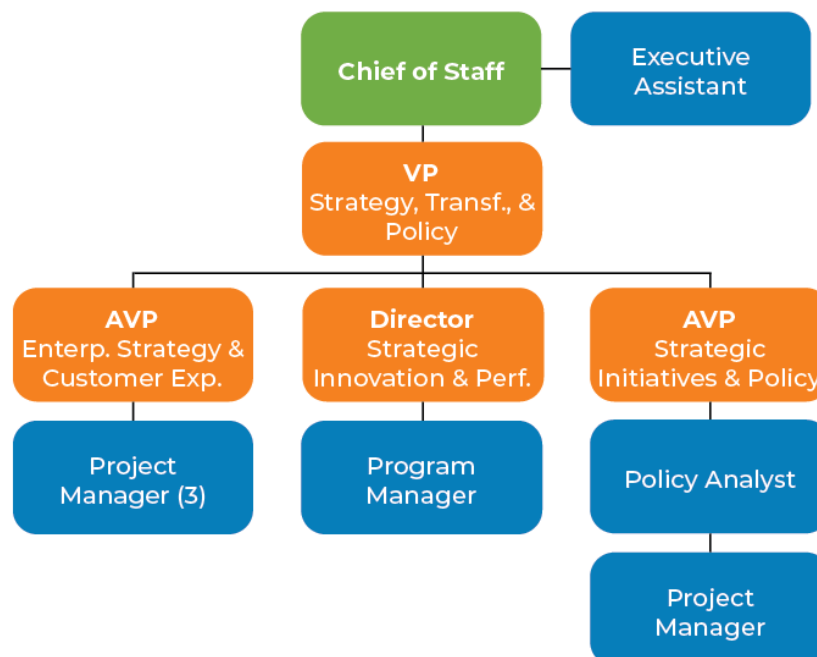
Overview

Strategy and Transformation has five key functions:

1. Ensure the Office of the CEO operates efficiently so communication with the Board, staff, and critical stakeholders supports organizational decision-making and responsiveness.
2. Facilitate collaboration to support complex issue resolution.
3. Provide oversight and input on major agency-wide projects and advance special projects associated with agency strategic goals.
4. Champion Strategic Plan execution through innovative thinking and policy, procedure, or process updates that address gaps and meet emerging challenges, with regular reporting to measure progress and outcomes.
5. Represent DART at strategic meetings, gathering insights, ensuring consistent messaging, and building relationships to advance DART's role as an economic and mobility asset.

The department also includes a strategy/special projects team to advance agency goals and initiatives.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$334,331	\$440,860	\$1,274,197	189.0%
Benefits	120,137	179,672	413,797	130.3%
Services	77,566	1,137,003	1,205,000	6.0%
Materials & Supplies	(79)	306,170	36,950	(87.9%)
Leases, Rentals, Taxes, & Other	21,193	204,000	83,200	(59.2%)
Capital & Reserves	0	0	(33,197)	0.0%
Total Operating Expenses	\$553,148	\$2,267,705	\$2,979,946	31.4%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	5	5
Open FY 2024 Positions	0	5	5
Total FY 2024 Positions (Filled + Open)	0	10	10
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	10	10

FY 2025 Key Initiatives

- Establish and implement a strategy execution structure, including roles and responsibilities, teams, meeting cadence, and framework to support decision-making and change management
- Collaborate with departments, including Internal Audit, to update agency policies, procedures, and processes to address changed conditions, gaps, and emerging challenges and opportunities while advancing strategic goals
- Conduct an organizational assessment around customer experience and develop a customer experience philosophy that can be integrated into all agency functions
- Update the unsolicited proposal process to include a focus on challenges identified by staff and promote proof of concept (POC) testing and evaluation of new technologies or approaches to address stated problems
- Formalize a process for DART employees to contribute to problem-solving that enhances collaboration and innovative thinking

- Continue to strategically build relationships with city leadership, agency partners, and other essential stakeholders to advance the DART vision and mission
- Develop and implement a framework and software tool for tracking and reporting on Strategic Plan progress, including linking initiatives to current and potential new key performance indicators (KPIs)

FY 2024 Accomplishments

- Completed the DART Strategic Plan, including updated mission and vision statements, goals, and objectives
- Established a multi-disciplinary team to support the agency in advancing a variety of strategic initiatives and special projects that increase organizational efficiency, encourage innovation, and enhance the customer experience
- Completed the DART Security Strategy to guide additional initiatives over the next five years that ensure a secure and welcoming experience for riders and a secure work environment for employees
- Worked with Technology to procure a new Board agenda software system and Board portal to increase engagement and streamline the meeting process
- Initiated concept design services for DART Headquarters to identify, evaluate, and refine renovation options for the Board to consider

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 developing and implementing sound and secure technology systems, solutions, and policies that support the President & Chief Executive Officer's goals and DART's business ecosystem.

Divisions

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

Enterprise Applications Services provides applications, technology solutions, service delivery for DART's enterprise systems, business relationship management, and maintenance and support for enterprise systems and applications used by various departments, including Infor Lawson, Workday, Trapeze, Fleet Watch, Travel Info, ServiceNow, the video management system, INIT VBS, and Demand Response.

The IBM Maximo Enterprise Asset Management (EAM) application is a critical component of DART's system, facilitating efficient lifecycle management of physical assets, including procurement, operation, maintenance, and disposal. The EAM team optimizes asset utilization and implements cost-effective maintenance strategies to enhance operational performance, prolong asset lifespan, and reduce asset management costs. These efforts are crucial in minimizing downtime and ensuring vehicles and infrastructure remain in optimal condition, enhancing the overall experience, service quality, and reliability for passengers.

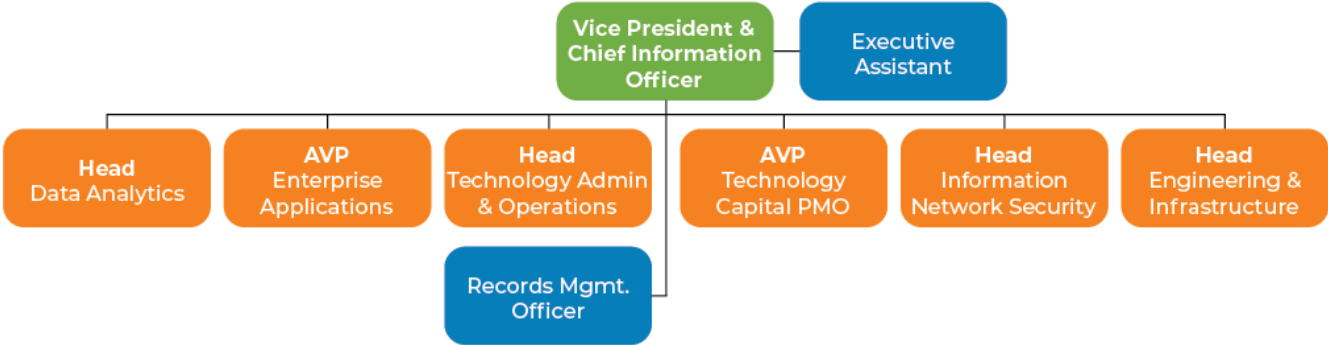
Network Security provides security for DART's enterprise network business ecosystem, detecting and protecting against any malicious activity, responding to data or network incidents, and implementing recovery activities when necessary. Additionally, the Enterprise Architecture team translates DART's business strategy and processes into well-defined future capabilities and technology plans to achieve DART's mission, ensuring best practices are followed in strategically developing and enhancing the DART digital ecosystem.

Data Analytics and Information Management is responsible for data governance and information management, business intelligence, advanced analytics, database management, data integrations, and geospatial analytics functions. This group provides data-driven solutions and services that support DART’s strategic initiatives with improved data automation, operational efficiency, and scalable use of enterprise and cloud technologies.

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 agency and customer needs. This team also plays a crucial role in designing, developing, testing, and deploying custom software solutions that meet the client's or organization's unique requirements. Supports InfoStation, DART.org, Service Alerts, and DARTDaily.

The **Technology Project Management Office** is the custodian for technical 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. Capital Financial Performance is responsible for financial planning and budgeting. Supports IBM FileNet, Encapture, and Masterworks.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$8,395,510	\$10,503,952	\$11,075,807	5.4%
Benefits	3,041,682	3,853,710	3,724,417	(3.4%)
Services	14,890,265	21,086,843	20,589,821	(2.4%)
Materials & Supplies	1,431,413	694,814	4,364,967	528.2%
Utilities & Communications	3,136,236	2,228,805	2,610,058	17.1%
Leases, Rentals, Taxes, & Other	252,335	705,063	706,683	0.2%
Capital & Reserves	0	(97,650)	(570,572)	484.3%
Total Operating Expenses	\$31,147,441	\$38,975,537	\$42,501,181	9.0%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	84	84
Open FY 2024 Positions	0	11	11
Total FY 2024 Positions (Filled + Open)	0	95	95
New FY 2025 Positions	0	1	1
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	0	96	96

FY 2025 Key Initiatives

- Advance Phase 2 of replacing the Enterprise Resource Planning (ERP) finance and procurement system with a focus on modernizing fiscal management and enhancing the transparency, efficiency, and accuracy of our procurement processes
- Upgrade time and attendance system to better support the needs of our workforce with more accurate time tracking, streamlined payroll processing, and enhanced labor compliance
- Stay ahead of industry regulations, avoid potential compliance issues, and leverage advanced reporting for data-driven decision-making by moving to the latest version of Maximo Application Suite and loading Silver Line assets and parts into the system

Key Performance Indicators

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

FY 2024 Accomplishments

- Launched Chatbot on DART.org to provide online text-based user support and reduce the need for live customer service agents
- Met project milestones for multiple applications, including Workday, Enterprise Document Management (EDM), and ERP Phase 2
- Accomplished Board and agency goals through DART Scorecard and Transit Effectiveness Dashboard (TED) enhancements and support for Operations' on-time performance and validation project and operator absenteeism and availability dashboard
- Enhanced DART's GTFS-Realtime data feed to allow riders to seamlessly integrate transit details into their preferred navigation apps
- Created a GoPass management portal with features like balance top-up, transaction history, and integration of GTFS-R data to give users up-to-date vehicle positions, arrival times, and service advisories

TRANSIT OPERATIONS & SERVICE DELIVERY

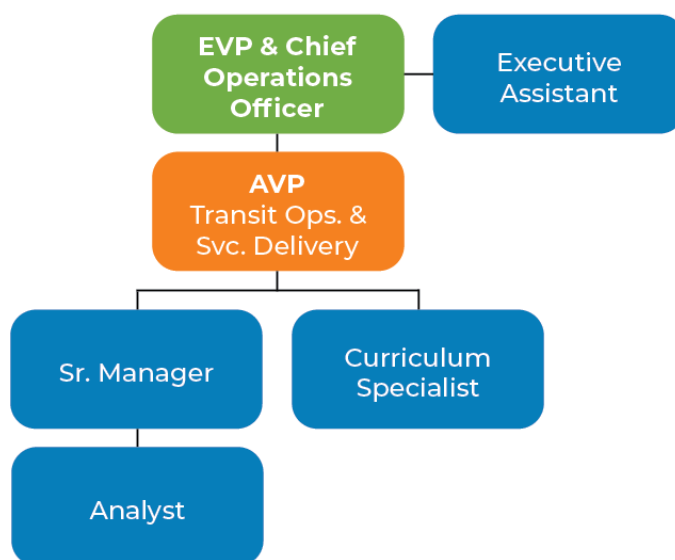
Overview

Transit Operations and Service Delivery (TOSD) delivers continuously effective, efficient, safe, and reliable transportation service under the leadership of the Chief Operations Officer (COO). The COO oversees Bus Operations, Commuter Rail Operations, 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 among employees and leadership behaviors among leaders, adhering to quality assurance standards and practices, employing skilled communication, and applying 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 budget, HR initiatives, or marketing campaigns that impact or require Operations' participation.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$1,102,381	\$1,168,305	\$1,318,976	12.9%
Benefits	394,143	427,925	422,789	(1.2%)
Services	107,278	106,661	106,661	0.0%
Materials & Supplies	2,509	22,117	22,507	1.8%
Leases, Rentals, Taxes, & Other	29,922	403,044	374,224	(7.2%)
Capital & Reserves	0	0	(31,153)	0.0%
Total Operating Expenses	\$1,636,234	\$2,128,052	\$2,214,004	4.0%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	0	7	7
Open FY 2024 Positions	0	4	4
Total FY 2024 Positions (Filled + Open)	0	11	11
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	1	1
Total FY 2025 Position Changes (New - Elim)	0	(1)	(1)
Total FY 2025 Positions	0	10	10

FY 2025 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' critical initiatives to the finish line

FY 2024 Accomplishments

- Aligned Operations teams to focus on service reliability and the customer experience, which included attention to service delivery, field activities, and overall performance
- Partnered with HR to enhance the recruitment, onboarding, and offboarding processes to ensure vacancies are filled and trained staff are available, especially operators and mechanics
- Expanded GoLink service to 35 zones from 31

- Successfully delivered bus service under the complete DARTzoom bus network redesign service plan and added service improvements in June and September 2024
- Maintained a service cancellation rate of less than one percent for all modes
- Executed a new contract for the DART Clean Teams to continue frequent scheduled cleanings of bus stops and shelters, rail stations, transit centers, and vehicles in service
- Continued efforts to address state of good repair needs for DART facilities, vehicles, equipment, and infrastructure

VEHICLE MAINTENANCE

Overview

Vehicle Maintenance directs the daily activities of more than 270 bus and rail mechanics, supervisors, and administrative staff who maintain the agency's bus and light rail fleets.

Divisions

Bus Maintenance is responsible for repairing and maintaining approximately 570 buses and 760 support vehicles and equipment. Bus service facilities operate 24/7 in all three bus garages, while non-revenue vehicle (NRV) maintenance is in a standalone facility.

Central Support handles all scheduled bus maintenance, rebuilding major and minor vehicle components, major campaign modification support, and capital program support for the 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.

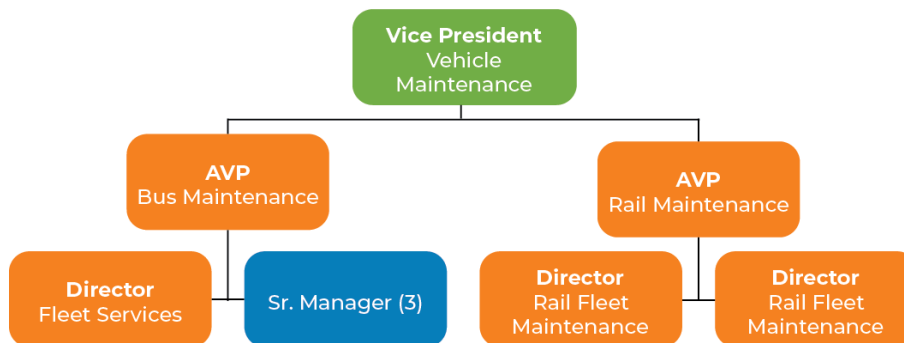
Rail Maintenance performs condition-based, corrective, campaign, and scheduled maintenance on DART's light rail and Dallas Streetcar vehicles.

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 minor 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.

Organizational Chart



Budget Overview

Operating Expenses	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	% Change FY 2024 to FY 2025
Salaries & Wages	\$41,970,871	\$36,982,932	\$38,826,475	5.0%
Benefits	17,551,402	17,659,060	16,614,716	(5.9%)
Services	3,225,195	2,751,076	2,739,584	(0.4%)
Materials & Supplies	38,768,926	39,214,996	39,495,341	0.7%
Utilities & Communications	2,202,592	2,170,779	2,171,055	0.0%
Claims & Insurance	(413,521)	(507,360)	(507,360)	0.0%
Leases, Rentals, Taxes, & Other	50,648	272,254	266,950	(1.9%)
Capital & Reserves	0	0	(995,649)	0.0%
Total Operating Expenses	\$103,356,113	\$98,543,738	\$98,611,111	0.1%

Position Summary

Position Status	Hourly Count	Salaried Count	Total Count
Filled FY 2024 Positions	412	65	477
Open FY 2024 Positions	27	3	30
Total FY 2024 Positions (Filled + Open)	439	68	507
New FY 2025 Positions	0	0	0
Eliminated FY 2025 Positions	0	0	0
Total FY 2025 Position Changes (New - Elim)	0	0	0
Total FY 2025 Positions	439	68	507

FY 2025 Key Initiatives

- Maintain fleet and operations infrastructure in a state of good repair to provide a safe, secure, and comfortable travel experience for riders
- Improve quality assurance monitoring of equipment, facilities, and standards
- Decommission Zonar in bus fleet
- Implement Bus Operator Condition Reports

Key Performance Indicators

- Vehicle failure complaints per 100,000 passengers
- On-time performance
- Mean distance between service calls

FY 2024 Accomplishments

- Improved on-time pullouts at the divisions through a focus on fleet availability
- Revamped preventive maintenance processes and tracking for improved vehicle reliability
- Deployed “holiday” buses and trains to improve the rider experience





20-YEAR FINANCIAL PLAN

Overview

How We Plan

Risks & Opportunities

Management's Projected 20-Year Financial Plan



20-YEAR FINANCIAL PLAN

OVERVIEW

Management's projected FY 2025 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 primary 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 correctly. 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 structurally balanced budget. This means that current period cash inflows available for operating and debt service costs equal or exceed the ongoing cash requirements for those 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 2025 Financial Plan. This can be seen on line 18 in Exhibit 25, 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. Exhibit 24 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 most critical estimate in the Plan. They are also one of the most significant risks to DART's ability to meet its goals.

Inflation and recession will likely 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 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 substantial service disruptions in the short term.

Significant economic disturbances outside DART's control will continue to impact our financial 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, supporting 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 reached an annual value above nine percent in June 2022. Inflation has dropped significantly since then—to 2.1 percent as of September, just above the Federal Reserve’s two percent target—mainly because the Federal Open Market Committee (FOMC) held the target Federal Funds Rate at a 23-year high from July 2023 to September 2024. The higher rate means most of DART’s fixed-rate obligations— \$3.7 billion in outstanding long-term debt as of June 30, 2024—were issued in a low-rate environment, historically speaking.

While higher inflation negatively impacts DART’s operating and capital costs, any future sustained period of deflation would cause significant financial hardship. Deflation would undoubtedly result in falling sales taxes or sales taxes that grow slower than anticipated. Reduced revenues combined with DART’s outstanding fixed-rate debt obligations 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 2.88 percent in FY 2025 and 2.93 percent in FY 2026 before normalizing at a rate between 2.18 and 2.20 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 spent on 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.

In addition, the explosive growth of microtransit programs like GoLink puts significant pressure on the operating budget. Each new GoLink rider costs the agency, whereas new riders on bus and rail impact costs only after ridership reaches a level that warrants added frequency or new routes.

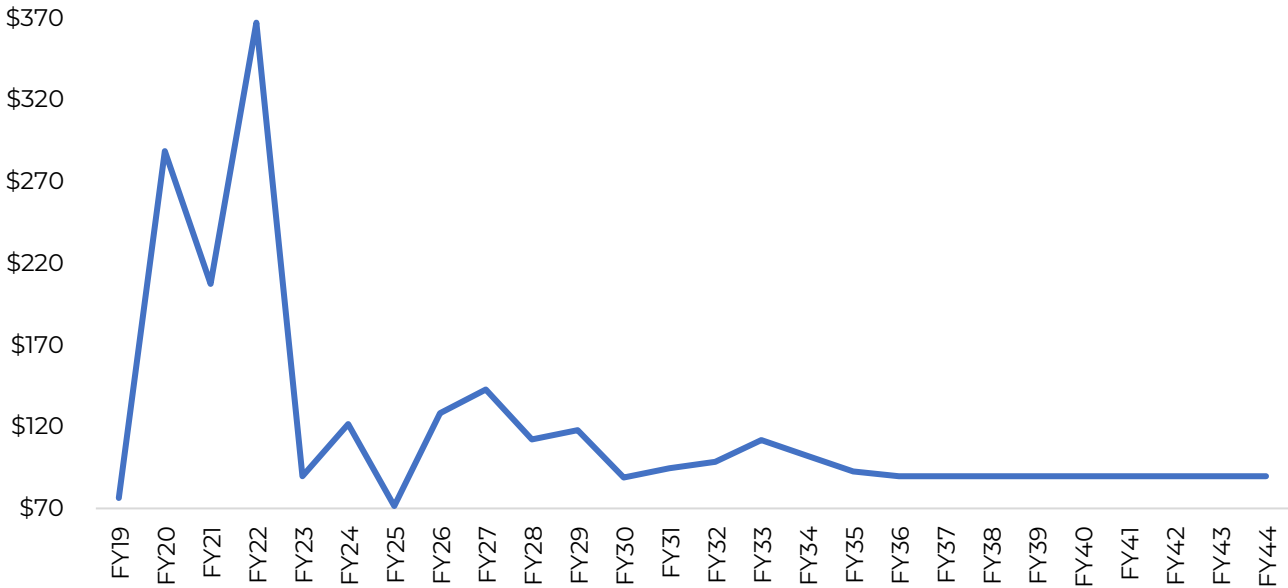
DART has attempted to identify all capital projects in the Plan, but new projects are requested annually. Significant additions to the capital program (and associated operating costs) without concurrent increases in revenues or the deletion of offsetting capital project costs could adversely affect the 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 allocations increased significantly for the FY 2023 apportionment based on the age of DART’s fleet and other population considerations compared to the pre-pandemic base, as shown in Exhibit 23. Because of the increase in projected formula funds, we must apply the funds to preventive maintenance in the operating budget and state of good repair and modernization projects in the capital budget.

Formula funds do not have to be entirely spent each year but can be spread out over several years. This means that we do not anticipate recognizing the same revenue each year depending on the completion of capital projects. However, we have not changed our estimates for increased formula funds through FY 2026 because of the Bipartisan Infrastructure Law that increased formula funding for four fiscal years. The FY 2025 20-Year Financial Plan shows a net increase of \$117.4 million over the FY 2024 plan.

Exhibit 23: FY 2019-FY 2044 Federal Formula Funds Comparison (\$M)



DART continues to program significant federal discretionary grants for upcoming capital projects, including Trinity Railway Express (TRE) train replacements and the Dallas Streetcar Central Link project. 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 significantly curtailed federal earmarks that made up a small but important funding source.

While DART continues to aggressively pursue all grant opportunities available, we have been conservative in programming new discretionary funding into the Plan, except where grant funding is required to advance a capital project; the FY 2025 Plan does not incorporate federal funds for DART Transform 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.

MANAGEMENT'S PROJECTED 20-YEAR PLAN

Exhibit 24: FY 2025-FY 2044 Sources & Uses of Cash (\$M, inflated dollars)

	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	SOURCES OF FUNDS										
	Revenue										
1	Sales Tax Revenues	\$910.2	\$937.5	\$937.5	\$975.0	\$1,023.8	\$1,085.2	\$1,139.5	\$1,185.1	\$1,220.6	\$1,220.6
2	Operating Revenues	60.8	67.7	69.5	70.9	76.0	76.8	77.7	83.6	85.2	86.9
3	Interest Income	27.4	28.8	22.7	19.4	19.4	19.7	19.0	17.1	16.5	16.9
4	Formula Federal Funding	74.6	128.2	142.8	112.2	117.9	88.8	94.6	98.5	111.8	102.2
5	Discretionary Federal Funding	186.7	113.0	64.5	20.5	0.0	0.0	0.0	0.0	0.0	0.0
6	Other Operating Contributions	20.2	18.8	19.3	19.8	20.3	20.8	21.3	21.8	22.3	22.8
7	Other Capital Contributions	21.0	41.1	22.2	19.0	10.8	14.6	10.0	8.4	6.5	13.7
	Total Revenue	\$1,301.0	\$1,335.2	\$1,278.5	\$1,236.8	\$1,268.1	\$1,305.9	\$1,362.1	\$1,414.3	\$1,463.0	\$1,463.1
	Debt Issuances										
8	Long-Term Debt Issuances	\$519.4	\$364.0	\$170.0	\$360.0	\$280.0	\$300.0	\$200.0	\$220.0	\$190.0	\$130.0
9	Commercial Paper Issuances	25.0	0.0	100.0	100.0	100.0	100.0	0.0	0.0	0.0	0.0
10	Total Sources of Funds	\$1,845.4	\$1,699.2	\$1,548.5	\$1,696.8	\$1,648.1	\$1,705.9	\$1,562.1	\$1,634.3	\$1,653.0	\$1,593.1
	USES OF FUNDS										
	Operating Expenses										
11	Bus	\$359.1	\$366.3	\$375.2	\$382.3	\$389.9	\$397.1	\$405.0	\$413.1	\$421.1	\$429.2
12	Light Rail Transit	218.2	222.7	226.4	230.7	235.3	239.6	244.4	249.0	254.0	258.8
13	Streetcar	3.0	3.0	3.1	3.1	3.2	3.2	3.3	3.4	3.4	3.5
14	Commuter Rail/RR Management	47.7	69.8	82.1	84.4	86.8	89.1	91.7	94.2	96.9	99.5
15	Paratransit	61.6	63.5	66.8	70.1	72.3	76.9	80.3	82.0	84.4	86.7
16	GoLink	31.6	32.5	33.9	35.4	36.9	38.9	40.5	42.1	43.4	44.6
17	Total Operating Expenses	\$721.1	\$757.9	\$787.6	\$806.1	\$824.4	\$844.8	\$865.1	\$883.8	\$903.2	\$922.2
	Capital Projects and Non-Operating										
18	Agency-Wide	\$77.6	\$81.7	\$52.2	\$31.7	\$29.8	\$74.9	\$91.3	\$41.9	\$24.9	\$37.8
19	Bus	83.5	101.0	118.4	100.5	86.2	86.6	36.2	43.2	21.1	27.3
20	Light Rail Transit	147.6	277.5	370.5	379.9	348.3	293.5	260.9	183.6	152.7	58.2
21	Streetcar	0.0	3.6	3.6	0.0	0.0	0.1	0.3	0.0	0.1	1.0
22	Commuter Rail/RR Management	378.2	251.3	128.3	69.3	38.0	33.5	25.0	19.4	22.4	28.2
23	Paratransit	0.0	0.0	0.0	0.5	0.0	0.8	0.0	0.3	0.1	0.1
24	General Mobility - Road Improvements/ITS	5.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25	Non-Operating	99.9	81.8	3.6	3.7	3.8	1.4	4.1	0.3	8.3	0.3
26	Capital P & D, Startup	29.0	18.4	18.8	19.2	19.5	19.9	20.3	20.7	21.1	21.5
27	Total Capital and Non-Operating	\$821.3	\$815.4	\$695.3	\$604.8	\$525.6	\$510.8	\$438.0	\$309.3	\$250.9	\$174.4
	Debt Service										
28	Principal Payments - Long-Term Debt	\$79.1	\$82.2	\$84.1	\$86.8	\$90.3	\$94.4	\$105.7	\$118.9	\$130.8	\$140.9
29	Long-Term Debt Interest Expense	139.7	142.8	157.4	166.7	181.9	193.6	203.1	209.6	216.3	221.0
30	Commercial Paper Interest Expense	2.6	1.5	1.8	5.3	8.8	12.3	14.0	12.3	8.8	5.3
	Debt-Related Fees	0.8	0.6	0.6	0.6	0.6	0.6	0.7	0.7	0.7	0.7
32	Total Debt Service Costs	\$222.2	\$227.2	\$243.8	\$259.3	\$281.6	\$300.9	\$323.5	\$341.5	\$356.5	\$367.8
33	Commercial Paper Debt Repayment	\$0.0	\$87.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$100.0	\$100.0	\$100.0
34	Total Uses of Funds	\$1,764.5	\$1,887.5	\$1,726.7	\$1,670.2	\$1,631.6	\$1,656.6	\$1,626.7	\$1,634.6	\$1,610.6	\$1,564.4
35	Net Inc. (Dec.) in Cash	\$80.9	(\$188.3)	(\$178.2)	\$26.7	\$16.5	\$49.3	(\$64.5)	(\$0.3)	\$42.3	\$28.7
36	Change in Balance Sheet Accts.	29.8	5.3	(19.3)	(21.5)	(25.9)	(11.6)	(24.1)	(37.5)	(23.2)	(16.0)
37	Cash, End of Period	932.6	749.6	552.0	557.1	547.7	585.4	496.8	459.0	478.2	490.9
38	Less: Cash Reserves & Restricted Funds	(93.3)	(98.1)	(102.8)	(107.7)	(112.9)	(118.3)	(124.0)	(129.9)	(135.9)	(141.9)
39	Less: Working Cash Requirement	(180.3)	(189.5)	(196.9)	(201.5)	(206.1)	(211.2)	(216.3)	(221.0)	(225.8)	(230.6)
40	Less: Mobility Assistance & Innovation Fund	(25.1)	(26.0)	(26.9)	(27.8)	(28.8)	(29.8)	(30.8)	(31.9)	(33.0)	(34.2)
41	Designated Cash For Future Spending	\$633.9	\$436.1	\$225.4	\$220.1	\$199.9	\$226.1	\$125.7	\$76.3	\$83.4	\$84.2
42	External Coverage Ratio	4.31	4.17	3.88	3.85	3.76	3.77	3.54	3.38	3.30	3.18
43	Internal Coverage Ratio	1.70	1.87	1.67	1.56	1.60	1.56	1.52	1.50	1.50	1.38
44	Total CP O/S End-of-Year	\$87.0	\$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	\$4,168.3	\$4,450.1	\$4,536.0	\$4,809.2	\$4,998.9	\$5,204.5	\$5,298.8	\$5,399.9	\$5,459.1	\$5,448.2

	Description	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	20-Year Total
	SOURCES OF FUNDS											
	Revenue											
1	Sales Tax Revenues	\$1,269.4	\$1,332.9	\$1,412.9	\$1,483.5	\$1,542.9	\$1,589.2	\$1,589.2	\$1,652.7	\$1,735.4	\$1,839.5	\$26,082.6
2	Operating Revenues	93.5	95.3	97.1	104.6	106.6	108.7	117.2	119.5	121.8	131.4	\$1,850.3
3	Interest Income	16.3	17.0	18.4	20.6	21.1	22.0	23.1	25.8	31.4	40.9	\$443.7
4	Formula Federal Funding	92.6	89.7	89.7	89.7	89.7	89.7	89.7	89.7	89.7	89.7	\$1,971.9
5	Discretionary Federal Funding	0.0	0.0	0.0	71.0	73.1	36.2	26.4	0.0	3.1	0.0	\$594.6
6	Other Operating Contributions	23.4	23.9	26.5	29.2	30.3	31.0	31.8	32.5	33.3	34.1	\$503.3
7	Other Capital Contributions	22.8	54.2	56.4	39.3	7.7	8.9	8.7	4.3	7.2	6.0	\$382.6
	Total Revenue	\$1,518.0	\$1,613.0	\$1,701.0	\$1,837.9	\$1,871.4	\$1,885.7	\$1,886.0	\$1,924.5	\$2,021.9	\$2,141.7	\$31,829.2
	Debt Issuances											
8	Long-Term Debt Issuances	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$200.0	\$50.0	\$50.0	\$0.0	\$0.0	\$3,033.4
9	Commercial Paper Issuances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$425.0
10	Total Sources of Funds	\$1,518.0	\$1,613.0	\$1,701.0	\$1,837.9	\$1,871.4	\$2,085.7	\$1,936.0	\$1,974.5	\$2,021.9	\$2,141.7	\$35,287.6
	USES OF FUNDS											
	Operating Expenses											
11	Bus	\$437.9	\$446.2	\$455.1	\$461.8	\$471.1	\$480.9	\$490.8	\$500.5	\$503.8	\$515.8	\$8,702.3
12	Light Rail Transit	264.5	269.5	274.9	279.9	285.5	289.8	\$295.1	301.1	308.4	311.5	\$5,259.4
13	Streetcar	3.6	3.6	3.7	7.5	8.9	9.1	\$9.3	9.5	9.7	9.8	\$107.0
14	Commuter Rail/RR Management	102.5	105.2	108.0	110.8	113.9	116.9	119.3	122.4	125.9	129.2	\$1,996.2
15	Paratransit	89.2	91.7	94.4	97.0	99.8	102.6	105.6	108.5	111.7	114.8	\$1,759.7
16	GoLink	46.0	47.3	48.7	50.1	51.6	53.1	\$54.7	56.2	61.8	67.9	\$917.2
17	Total Operating Expenses	\$943.6	\$963.6	\$984.7	\$1,007.1	\$1,030.9	\$1,052.4	\$1,074.7	\$1,098.3	\$1,121.2	\$1,149.0	\$18,741.8
	Capital Projects and Non-Operating											
18	Agency-Wide	\$23.0	\$28.3	\$51.0	\$31.1	\$42.9	\$34.5	\$26.2	\$21.4	\$36.7	\$35.9	\$874.9
19	Bus	10.9	4.8	134.5	185.7	149.9	106.7	42.9	27.1	21.7	59.9	\$1,448.1
20	Light Rail Transit	32.8	32.0	56.2	35.1	227.1	370.7	345.0	129.4	91.7	46.2	\$3,838.7
21	Streetcar	11.4	42.8	49.6	24.8	0.0	0.2	0.4	0.0	0.2	0.0	\$138.1
22	Commuter Rail/RR Management	24.2	31.3	14.9	20.6	18.1	26.2	23.1	16.1	45.2	26.7	\$1,239.9
23	Paratransit	0.0	0.0	0.0	1.1	0.2	0.3	0.0	0.1	0.2	0.5	\$4.4
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	\$5.5
25	Non-Operating	5.9	0.3	4.8	5.0	5.1	1.9	5.4	0.4	11.2	0.4	\$247.5
26	Capital P & D, Startup	22.0	22.4	24.9	24.0	23.7	24.2	24.7	25.2	25.6	26.1	\$451.2
27	Total Capital and Non-Operating	\$130.2	\$161.8	\$335.9	\$327.4	\$467.2	\$564.7	\$467.6	\$219.5	\$232.6	\$195.7	\$8,248.4
	Debt Service											
28	Principal Payments - Long-Term Debt	\$152.1	\$168.8	\$187.2	\$209.7	\$220.1	\$230.5	\$242.2	\$252.4	\$263.0	\$266.3	\$3,205.2
29	Long-Term Debt Interest Expense	220.7	214.9	208.5	201.4	193.4	187.9	188.1	181.7	174.1	164.1	\$3,767.0
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	\$74.1
31	Debt-Related Fees	0.7	0.7	0.7	0.8	0.8	0.8	0.8	0.8	0.8	0.9	\$14.4
32	Total Debt Service Costs	\$375.3	\$384.4	\$396.4	\$411.8	\$414.3	\$419.1	\$431.2	\$434.9	\$437.9	\$431.2	\$7,060.7
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	\$487.0
34	Total Uses of Funds	\$1,549.1	\$1,509.8	\$1,717.0	\$1,746.3	\$1,912.4	\$2,036.2	\$1,973.5	\$1,752.6	\$1,791.7	\$1,775.9	\$34,537.9
35	Net Inc. (Dec.) in Cash	(\$31.1)	\$103.2	(\$15.9)	\$91.6	(\$41.0)	\$49.6	(\$37.4)	\$221.9	\$230.2	\$365.8	\$749.7
36	Change in Balance Sheet Accts.	(17.9)	(3.3)	28.0	(11.8)	22.8	25.1	(14.1)	(64.0)	(19.1)	(22.2)	(\$220.6)
37	Cash, End of Period	441.9	541.8	553.8	633.6	615.4	690.1	638.6	796.4	1,007.5	1,351.1	\$1,351.1
38	Less: Cash Reserves & Restricted Funds	(148.1)	(154.6)	(161.5)	(168.6)	(176.0)	(183.6)	(190.7)	(197.9)	(205.5)	(213.4)	(\$213.4)
39	Less: Working Cash Requirement	(235.9)	(240.9)	(246.2)	(251.8)	(257.7)	(263.1)	(268.7)	(274.6)	(280.3)	(287.2)	(\$287.2)
40	Less: Mobility Assistance & Innovation Fund	(35.4)	(36.6)	(37.9)	(39.2)	(40.6)	(42.0)	(43.5)	(45.0)	(46.6)	(48.2)	(\$48.2)
41	Designated Cash For Future Spending	\$22.4	\$109.6	\$108.3	\$174.0	\$141.0	\$201.3	\$135.7	\$278.9	\$475.1	\$802.1	\$802.1
42	External Coverage Ratio	3.21	3.30	3.46	3.63	3.75	3.82	3.72	3.84	4.00	4.31	n/a
43	Internal Coverage Ratio	1.40	1.47	1.62	1.76	1.85	1.90	1.82	1.91	2.05	2.31	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	\$5,296.1	\$5,127.4	\$4,940.2	\$4,730.6	\$4,510.5	\$4,480.0	\$4,287.8	\$4,085.4	\$3,822.4	\$3,556.2	n/a

Exhibit 25: FY 2025-FY 2044 Structural Budget Balance (\$M)

	Category	2025	2026	2027	2028	2029	Near-Term	Long-Term 2030-2044	20 Years 2025-2044
1	Total Sources of Funds	\$1,845.4	\$1,699.2	\$1,548.5	\$1,696.8	\$1,648.1	\$8,438.0	\$26,849.6	\$35,287.6
2	Sales Tax Revenues	910.2	937.5	937.5	975.0	1,023.8	4,784.1	21,298.5	26,082.6
3	Operating Revenues	60.8	67.7	69.5	70.8	75.9	344.7	1,505.6	1,850.3
4	Interest Income	27.4	28.8	22.7	19.4	19.4	117.9	325.8	443.7
5	Formula Federal Funding	74.6	128.2	142.8	112.2	117.9	575.7	1,396.2	1,971.9
6	Discretionary Federal Funding	186.7	113.0	64.5	20.5	0.0	384.8	209.8	594.6
7	Other Operating Contributions	20.2	18.8	19.3	19.8	20.3	98.4	405.0	503.3
8	Other Capital Contributions	21.0	41.1	22.2	19.0	10.8	114.0	268.6	382.6
9	Long-Term Debt Issuances	519.4	364.0	170.0	360.0	280.0	1,693.4	1,340.0	3,033.4
10	Commercial Paper Issuances	25.0	0.0	100.0	100.0	100.0	325.0	100.0	425.0
11	Operating Expenses	\$721.1	\$757.9	\$787.6	\$806.1	\$824.4	\$3,897.1	\$14,844.8	\$18,741.8
	Funding Sources								
12	Operating Revenues	60.8	67.7	69.5	70.8	75.9	344.7	1,505.6	1,850.3
13	Interest Income	27.4	28.8	22.7	19.4	19.4	117.9	325.8	443.7
14	Formula Federal Funding	40.6	78.9	75.7	77.4	77.3	349.9	1,242.6	1,592.5
15	FWTA TRE Ops/Dallas Streetcar Contributions	17.2	17.3	17.8	18.3	18.9	89.5	371.8	461.3
16	Other Non-Operating Sources	2.9	1.6	1.5	1.5	1.4	8.9	33.1	42.1
17	Sales Taxes Allocated to Operations	572.1	563.6	600.4	618.6	631.5	2,986.2	11,365.8	14,352.0
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	\$721.1	\$757.9	\$787.6	\$806.1	\$824.4	\$3,897.1	\$14,844.8	\$18,741.8
20	Capital/Non-Operating Expenditures	\$821.3	\$815.4	\$695.3	\$604.8	\$525.6	\$3,462.4	\$4,786.0	\$8,248.4
	Funding Sources								
21	Formula Federal Funding	34.0	49.2	67.1	34.9	40.6	225.8	153.6	379.4
22	Discretionary Federal Funding	186.7	113.0	64.5	20.5	0.0	384.8	209.8	594.6
23	Current Debt Issuances	519.4	364.0	170.0	360.0	280.0	1,693.4	1,340.0	3,033.4
24	Other Capital Sources	21.0	41.1	22.2	19.0	10.8	114.0	268.6	382.6
25	Sales Taxes Allocated to Capital	60.1	146.7	93.3	97.1	110.7	508.0	2,604.3	3,112.3
26	General Operating Fund/Prior Debt Issuances	0.0	101.3	278.2	73.3	83.5	536.3	209.6	746.0
27	Total Funding Sources	\$821.3	\$815.4	\$695.3	\$604.8	\$525.6	\$3,462.4	\$4,786.0	\$8,248.4
30	Debt Service Costs (incl. CP repayment)	\$222.2	\$314.2	\$243.8	\$259.3	\$281.6	\$1,321.0	\$6,226.7	\$7,547.7
	Funding Sources								
31	Sales Taxes Allocated to Debt Service	222.2	227.2	243.8	259.3	281.6	1,234.0	5,826.7	7,060.7
32	CP Retirement (Existing Cash/Prior Year Sales Taxes)	0.0	87.0	0.0	0.0	0.0	87.0	400.0	487.0
33	Total Uses of Funds	\$1,764.5	\$1,887.5	\$1,726.7	\$1,670.2	\$1,631.6	\$8,680.5	\$25,857.4	\$34,537.9
34	Net Differential Between Sources and Uses	\$80.9	(\$188.3)	(\$178.2)	\$26.7	\$16.5	\$16.5	\$365.8	\$365.8

Exhibit 26 summarizes the changes in sources and uses of funds between the FY 2024 and FY 2025 Plans.

Exhibit 26: Year-over-Year Comparison of Sources & Uses of Funds (\$M)

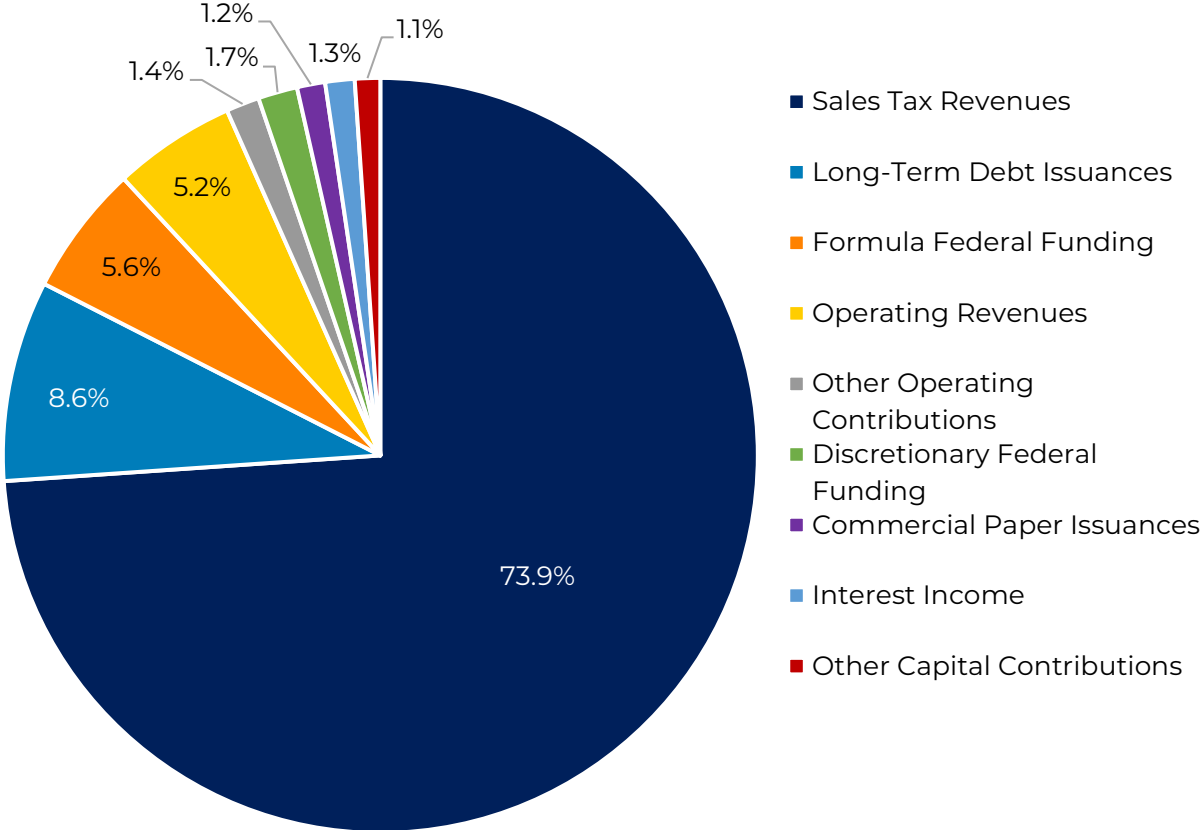
	Description	FY24 Plan	FY25 Plan	\$ Variance	% Variance
	SOURCES OF FUNDS				
	Revenue				
1	Sales Tax Revenues	\$25,949.4	\$26,082.6	\$133.2	0.5%
2	Operating Revenues	\$1,815.8	1,850.3	34.5	1.9%
3	Interest Income	368.5	443.7	75.2	20.4%
4	Formula Federal Funding	1,854.5	1,971.9	117.4	6.3%
5	Discretionary Federal Funding	776.6	594.6	(181.9)	(23.4%)
6	Other Operating Contributions	550.7	503.3	(47.4)	(8.6%)
7	Other Capital Contributions	312.5	382.6	70.1	22.4%
	Total Revenue	\$31,628.1	\$31,829.2	\$201.1	0.6%
8	Long-Term Debt Issuances	3,256.7	3,033.4	(223.3)	(6.9%)
9	Commercial Paper Issuances	400.0	425.0	25.0	6.3%
10	Total Sources of Funds	\$35,284.7	\$35,287.6	\$2.9	0.0%
	USES OF FUNDS				
	Operating Expenses:				
11	Bus	9,262.9	8,702.3	(\$560.6)	(6.1%)
12	Light Rail Transit	5,493.2	5,259.4	(233.7)	(4.3%)
13	Streetcar	137.4	107.0	(30.3)	(22.1%)
14	Commuter Rail/RR Management	2,052.9	1,996.2	(56.7)	(2.8%)
15	Paratransit	1,633.1	1,759.7	126.7	7.8%
16	GoLink	500.3	917.2	416.9	83.3%
17	Total Operating Expenses	\$19,079.7	\$18,741.8	(\$337.9)	(1.8%)
	Capital and Non-Operating:				
18	Agency-Wide	703.8	874.9	\$171.2	24.3%
19	Bus	1,639.1	1,448.1	(191.0)	(11.7%)
20	Light Rail Transit	3,637.9	3,838.7	200.9	5.5%
21	Streetcar	100.6	138.1	37.5	37.2%
22	Commuter Rail/RR Management	1,519.5	1,239.9	(279.6)	(18.4%)
23	Paratransit	4.4	4.4	0.0	0.0%
24	General Mobility - Road Improvements/ITS	9.1	5.5	(3.7)	(40.1%)
25	Non-Operating	208.9	247.5	38.6	18.5%
26	Capital P & D, Startup	437.8	451.2	13.4	3.1%
27	Total Capital and Non-Operating	\$8,261.1	\$8,248.4	(\$12.7)	(0.2%)
	Debt Service				
28	Principal Payments - Long-Term Debt	3,278.4	3,205.2	(\$73.2)	(2.2%)
29	Long-Term Debt Interest Expense	4,019.9	3,767.0	(252.9)	(6.3%)
30	Commercial Paper Interest Expense	70.9	74.1	3.3	4.6%
31	Debt-Related Fees	14.5	14.4	(0.2)	(1.1%)
32	Total Debt Service	\$7,383.8	\$7,060.7	(\$323.0)	(4.4%)
33	Commercial Paper Debt Repayment	\$450.0	\$487.0	\$37.0	8.2%
34	Total Uses of Funds	\$35,174.6	\$34,537.9	(\$636.7)	(1.8%)

Sources of Funds

Total sources of funds from FY 2025 through FY 2044 (including debt issuances) are projected to change negligibly—\$2.9 million, or 0.0 percent—from the same period in the FY 2024 Plan. This reflects the net impact of several items, including increased expectations for sales tax and federal formula funds, offset by decreases in expectations for federal discretionary grants, capital contributions from Trinity

Metro, and long-term debt primarily because of changes to the funding for new TRE vehicles, the unified signaling system, and the Dallas Streetcar Central Link. The details of the changes by category are shown in Exhibit 26. Exhibit 27 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 27: FY 2025-FY 2044 Distribution of Sources of Funds



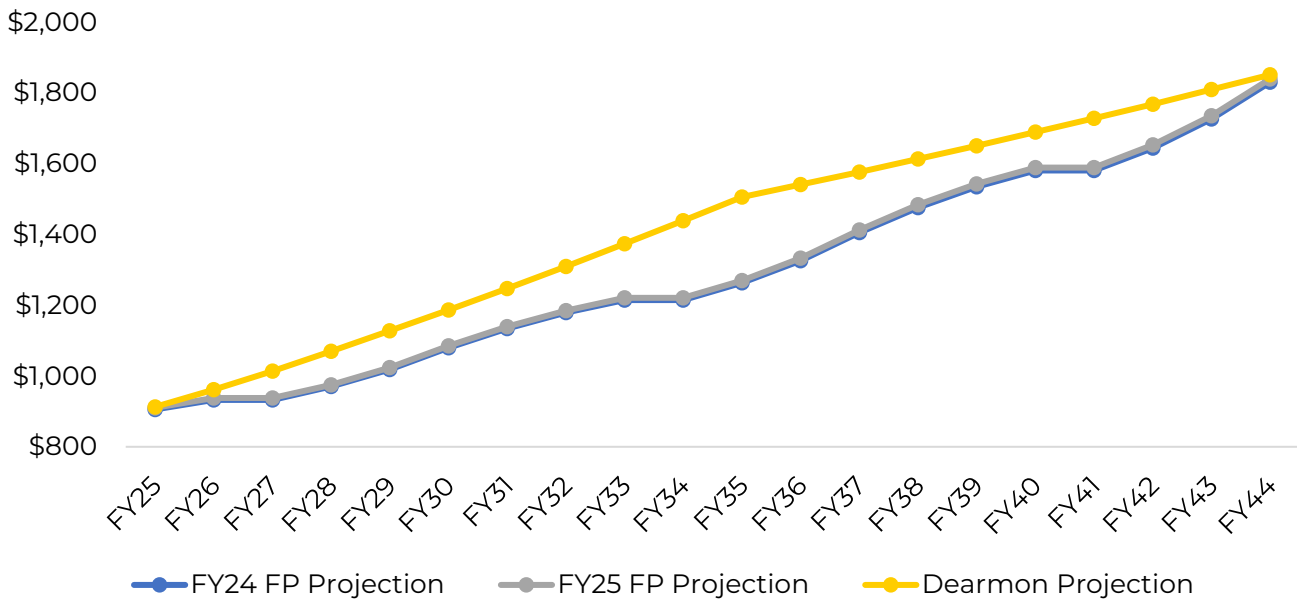
Sales Tax Revenues (Line 1)

Because sales tax revenues account for 73.9 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 cautiously estimated to be \$4.78 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. This way, DART can ensure sufficient sales tax revenues are available to meet its obligations.

Exhibit 28: FY 2025-FY 2044 Projected Sales Tax Receipts (\$M) (table)

FY	FY24 FP Projection	Annual Growth Rate	FY25 FP Projection	Annual Growth Rate	Economist Projection	Annual Growth Rate
2025	\$905.58	4.0%	\$910.23	4.5%	\$912.87	5.0%
2026	932.75	3.0%	937.54	3.0%	961.52	5.3%
2027	932.75	0.0%	937.54	0.0%	1,014.28	5.5%
2028	970.06	4.0%	975.04	4.0%	1,069.81	5.5%
2029	1,018.56	5.0%	1,023.79	5.0%	1,127.36	5.4%
2030	1,079.68	6.0%	1,085.22	6.0%	1,186.58	5.3%
2031	1,133.66	5.0%	1,139.48	5.0%	1,247.34	5.1%
2032	1,179.01	4.0%	1,185.06	4.0%	1,309.61	5.0%
2033	1,214.38	3.0%	1,220.61	3.0%	1,373.42	4.9%
2034	1,214.38	0.0%	1,220.61	0.0%	1,438.80	4.8%
2035	1,262.95	4.0%	1,269.44	4.0%	1,505.75	4.7%
2036	1,326.10	5.0%	1,332.91	5.0%	1,540.69	2.3%
2037	1,405.67	6.0%	1,412.88	6.0%	1,576.43	2.3%
2038	1,475.95	5.0%	1,483.53	5.0%	1,613.00	2.3%
2039	1,534.99	4.0%	1,542.87	4.0%	1,650.43	2.3%
2040	1,581.04	3.0%	1,589.16	3.0%	1,688.72	2.3%
2041	1,581.04	0.0%	1,589.16	0.0%	1,727.89	2.3%
2042	1,644.28	4.0%	1,652.72	4.0%	1,767.98	2.3%
2043	1,726.49	5.0%	1,735.36	5.0%	1,809.00	2.3%
2044	1,830.08	6.0%	1,839.48	6.0%	1,850.97	2.3%
Total	\$25,949.40		\$26,082.65		\$28,372.45	

Exhibit 29: FY 2025-FY 2044 Projected Sales Tax Receipts (\$M) (graph)



DART projects 4.5 percent growth in sales taxes for FY 2025 and 3.0 percent growth in FY 2026 before incorporating a zero-growth year in FY 2027. We project an average growth rate of 3.9 percent in each seven-year cycle.

Operating Revenues (Line 2)

Operating revenues are projected to be \$1.85 billion (5.2 percent) of the total sources of funds through FY 2044.

Exhibit 30: FY 2025-FY 2044 Projected Operating Revenues (\$M)

FY 2025-FY 2034

Operating Revenues	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Fixed Route Passenger Revenues	\$40.2	\$47.3	\$48.7	\$49.7	\$54.2	\$55.3	\$56.4	\$61.4	\$62.7	\$63.9
Other Passenger Fares	4.1	4.6	4.6	4.7	5.1	5.1	5.2	5.6	5.7	5.8
Total Passenger Revenues	\$44.4	\$51.8	\$53.3	\$54.4	\$59.2	\$60.4	\$61.5	\$67.1	\$68.4	\$69.7
Lease & Rentals	\$8.4	\$8.6	\$8.8	\$8.9	\$9.0	\$9.1	\$9.2	\$9.4	\$9.6	\$9.8
Advertising	5.7	6.1	6.3	6.4	6.5	6.4	6.6	6.7	6.9	7.0
DCTA	1.0	1.0	1.0	1.0	1.0	0.7	0.1	0.1	0.1	0.1
Other	1.4	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Total Operating Revenues	\$60.8	\$67.7	\$69.5	\$70.9	\$76.0	\$76.8	\$77.7	\$83.6	\$85.2	\$86.9

FY 2035-FY 2044

Operating Revenues	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	20-Year Total
Fixed Route Passenger Revenues	\$69.7	\$71.1	\$72.5	\$79.0	\$80.6	\$82.3	\$89.6	\$91.5	\$93.3	\$101.7	\$1,371.0
Other Passenger Fares	6.3	6.3	6.4	7.0	7.0	7.1	7.8	7.8	7.9	8.6	122.8
Total Passenger Revenues	\$76.0	\$77.4	\$78.9	\$86.0	\$87.7	\$89.4	\$97.4	\$99.3	\$101.2	\$110.3	\$1,493.8
Lease & Rentals	\$10.0	\$10.2	\$10.3	\$10.5	\$10.8	\$11.0	\$11.2	\$11.4	\$11.7	\$11.9	\$199.9
Advertising	7.2	7.3	7.5	7.7	7.8	8.0	8.2	8.4	8.5	8.7	143.9
DCTA	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2	7.6
Other	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	6.1
Total Operating Revenues	\$93.5	\$95.3	\$97.1	\$104.6	\$106.7	\$108.8	\$117.2	\$119.5	\$121.9	\$131.4	\$1,851.2

Passenger revenues are the primary component, representing about \$1.49 billion, or 80.7 percent of operating revenues. The FY 2025 Plan reflects increased passenger revenue projections due to continued increases in ridership, especially on weekends and via GoLink.

Per Financial Standard B2, the Plan assumes fare increases every three years, increasing the average fare by nine percent each time (Exhibit 31). The Board proposed changes to DART's fare structure that would take effect in March 2025. This plan assumes an increase in FY 2026.

Exhibit 31: FY 2025-FY 2043 Projected Fixed-Route Average Fare

Fiscal Year	Bus	LRT	CR	Fixed Route	Paratransit	GoLink
2025	\$0.57	\$0.68	\$2.03	\$0.66	\$2.33	\$0.92
2026 - 2028	0.63	0.74	2.21	0.72	2.54	1.00
2029 - 2031	0.68	0.80	2.41	0.78	2.77	1.09
2032 - 2034	0.74	0.87	2.63	0.85	3.02	1.19
2035 - 2037	0.81	0.95	2.87	0.93	3.29	1.29
2038 - 2040	0.88	1.04	3.13	1.01	3.58	1.41
2041 - 2043	0.96	1.13	3.41	1.10	3.91	1.54
2044	1.05	1.23	3.71	1.20	4.26	1.68

Fare revenues are based on each mode’s estimated average fare and ridership projections (Exhibit 32). 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 similarly.

The Plan assumes ridership growth of approximately 11.9 percent in FY 2025, 7.4 percent in FY 2026, and 2.9 percent in FY 2027, with a return to growth rates of two percent or less in the remaining years of the Plan. In years when a fare increase occurs, all fixed-route modes are projected to remain flat.

Exhibit 32: FY 2025-FY 2043 Projected Ridership by Mode (000s)

Mode	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	2025	2026	2027	2028	2029
Bus	22,664	25,926	29,109	34,510	36,580	37,312	38,058	38,058
LRT	17,676	20,495	22,102	26,162	27,470	28,020	28,580	28,580
TRE	1,066	1,137	1,270	1,297	1,362	1,389	1,417	1,417
Silver Line	0	0	0	0	1,370	2,076	2,129	2,129
Streetcar	702	545	523	519	544	555	566	566
GoLink	334	917	1,611	1,892	1,911	1,931	1,950	1,950
Paratransit	734	860	940	1,036	1,046	1,057	1,067	1,067
Total	43,176	49,880	55,554	65,416	70,285	72,339	73,768	43,176
YOY Growth	19.6%	15.5%	17.2%	11.9%	7.4%	2.9%	2.0%	0.0%

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 2025/early 2026.

Miscellaneous operating revenues, including advertising and rental income, are generally programmed to grow by inflation each year, and while inflation has remained above three percent throughout FY 2024, internal and external

projections begin to normalize in the coming years, working down to just above 2.2 percent in FY 2027.

Interest Income (Line 3)

Interest income is projected to be \$443.7 million, a \$75.2 million (20.4 percent) increase from the FY 2024 Plan, reflecting higher invested (cash) balances. DART projects an average interest income rate of approximately 3.25 percent for FY 2025 and 3.50 percent after that (varies by fund).

Federal Funding (Lines 4-5)

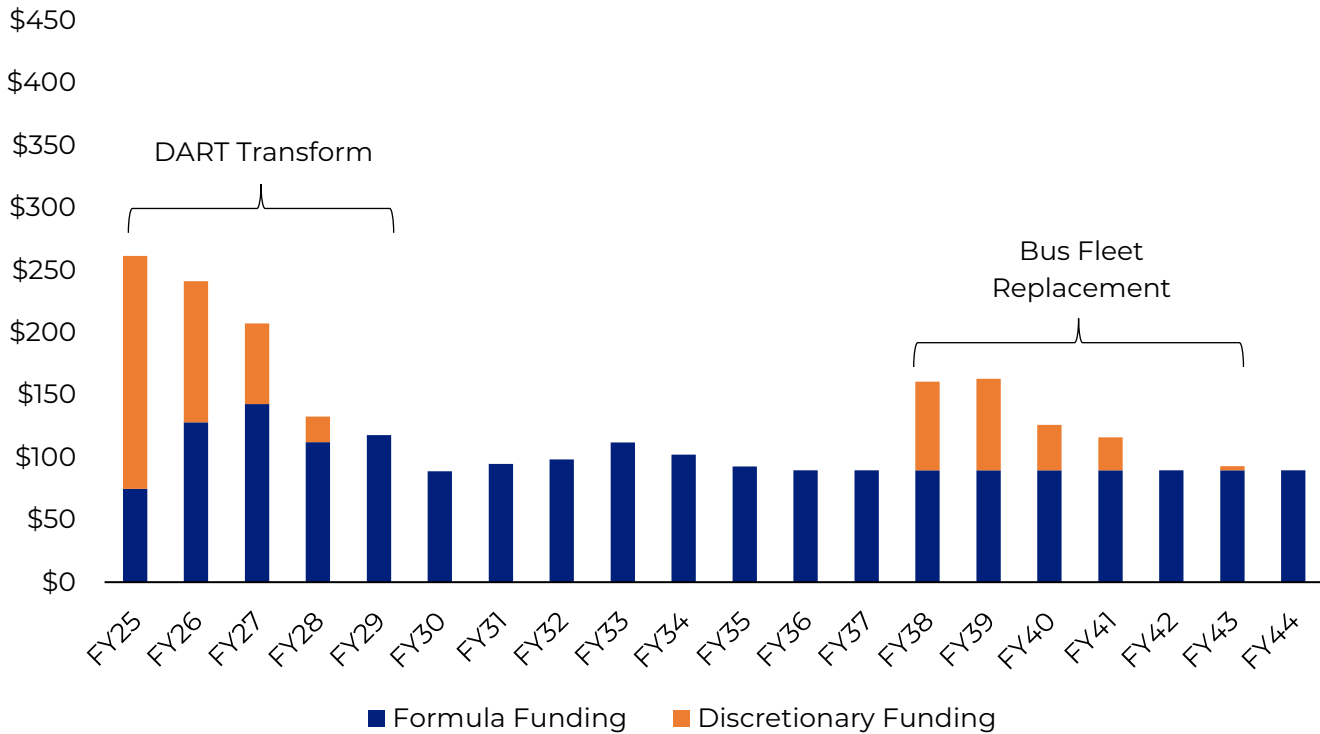
Another 7.3 percent of DART's revenues come from federal formula and discretionary funding, estimated at \$1.97 billion and \$594.6 million, respectively, through FY 2044. Formula funds include grants like State of Good Repair and Bus and Bus Facilities. They are allocated by a "formula" set by legislators, usually based on measurable criteria like population or infrastructure age/condition. Discretionary grants are also governed by federal regulations, but they are competitive based on a proposed project's merit and the availability of funds.

As shown in Exhibit 33 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 appropriation of \$121 million each year before reducing the projected amount to \$90 million, 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:

- For the current bus replacement cycle budgeted at \$400 million, DART obtained a \$103 million grant. Future bus purchases are assumed to be 35 percent grant-funded, totaling an additional \$209.8 million over the life of the Plan.
- TRE fleet vehicle replacement will receive a \$30 million grant between FY 2026 and FY 2028.

Exhibit 33: FY 2025-FY 2044 Anticipated Capital Grant Funding (\$M)



Other Operating & Capital Contributions (Lines 6-7)

Other operating sources of funds total \$503.3 million between FY 2025 and FY 2044 and represent 1.4 percent of total sources of funds for that same period, a decrease of \$47.4 million (8.6 percent) compared to the same period in the FY 2024 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 \$67.0 million in other external contributions over the next two years, including:

- \$38.6 million from Trinity Metro for TRE capital programs
- \$3.6 million from the City of Dallas for Dallas Streetcar projects
- \$10.3 million from the City of Irving to fund Loop 12 infill stations on the Orange Line
- \$14.5 million from other sources, including tax increment financing (TIF) and value-capture revenues along the Silver Line corridor to support Silver Line operations, maintenance, and debt service (expected to generate \$14 million from FY 2026 to expiration in FY 2037)

Debt Issuances (Line 8-9)

DART plans to issue approximately \$3.03 billion in new long-term debt during the next 20 years, including \$2.15 billion for light rail vehicle replacement and system modernization and \$364 million for the Silver Line. DART also intends to draw down the remaining \$519 million balance from the Federal Railroad Administration’s Railroad Rehabilitation and Improvement Financing (RRIF) program for Silver Line construction in FY 2025.

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 to replace the bus fleet and anticipates issuing approximately \$25 million in FY 2025 related to the Silver Line project.

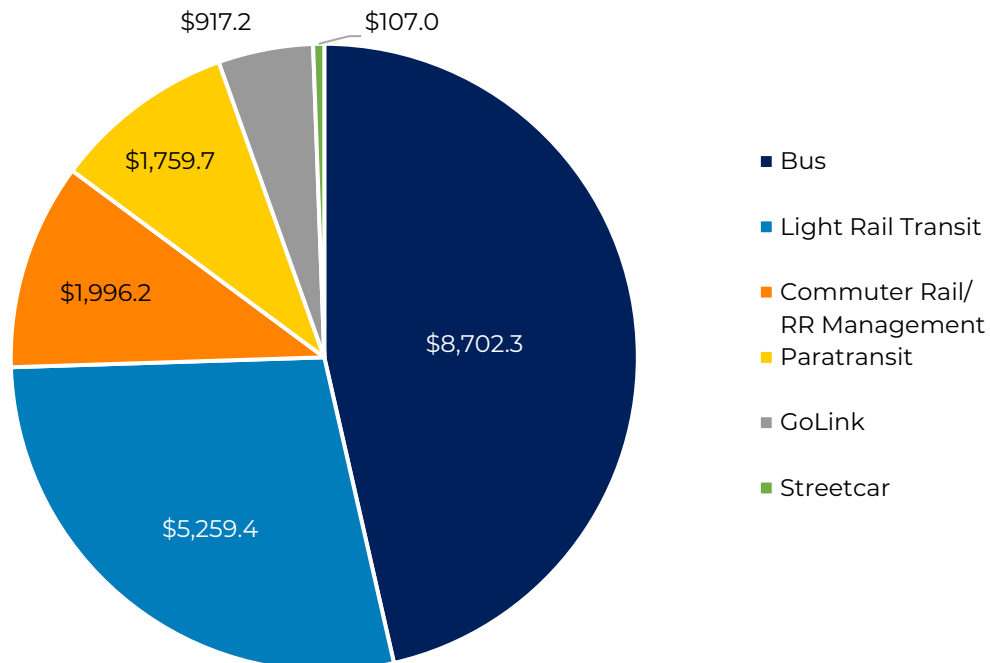
Uses of Funds

DART uses its funds for operating expenses, capital and non-operating expenses, and debt service, including principal and interest payments associated with prior capital 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 \$3.9 billion and \$18.7 billion for the next 20 years.

Exhibit 34: FY 2025-FY 2044 Projected Operating Expenses by Mode (\$M)



Bus expenses represent the largest modal portion of DART’s operating costs (46.4 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 future Silver Line operations. Mobility Management Services (paratransit and GoLink) operates through contracts with Transdev and Uber.

Exhibit 35: Year-over-Year Comparison of Operating Expenses by Mode (\$M)

	FY24 FP	FY25 FP	\$ Variance FY24 to FY25	% Variance FY24 to FY25
Bus	\$9,262.9	\$8,702.3	(\$560.6)	(6.1%)
Light Rail Transit	5,493.2	\$5,259.4	(233.7)	(4.3%)
Commuter Rail/RR Management	2,052.9	\$1,996.2	(56.7)	(2.8%)
Paratransit	1,633.1	\$1,759.7	126.7	7.8%
GoLink	500.3	\$917.2	416.9	83.3%
Streetcar	137.4	\$107.0	(30.3)	(22.1%)
Total Operating Expenses	\$19,079.7	\$18,741.8	(\$337.9)	(1.8%)

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 2.18 to 2.93 percent per year over the life of the Plan. This allows for operating expenses to increase by roughly 1.96 to 2.64 percent per year. Purchased transportation contract costs for current service levels are assumed to grow by 3.0 percent annually.

DART will contribute \$6 million to the Employees’ Defined Benefit Retirement Plan and Trust in FY 2025. Because the plan is closed, DART’s investments must focus on lowering risk, 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 depend on fund earnings and actuarial analysis of the value of future benefits and may be adjusted annually.

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

Exhibit 36 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 36: Year-over-Year Comparison of Capital Expenditures by Category (\$M)

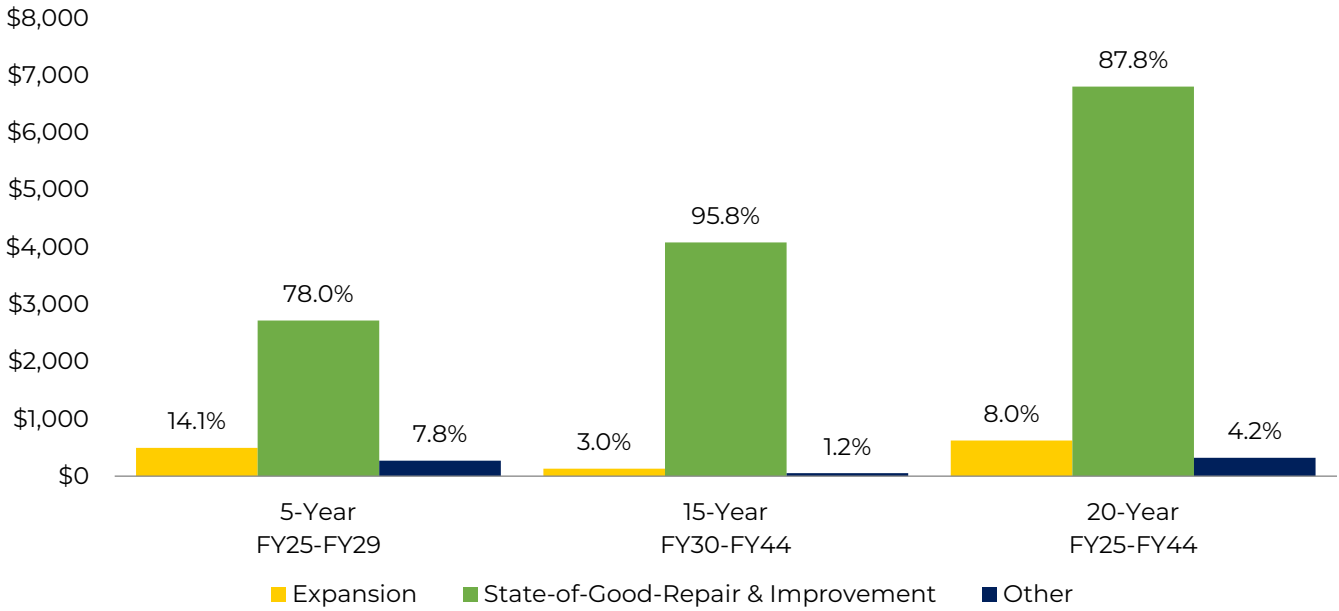
Category	FY24 FP	FY25 FP	\$ Variance FY24 to FY25	% Variance FY24 to FY25
Agency-Wide	\$703.8	\$874.9	\$171.2	24.3%
Bus	1,639.1	1,448.1	(191.0)	(11.7%)
Light Rail Transit	3,637.9	3,838.7	200.9	5.5%
Streetcar	100.6	138.1	37.5	37.2%
Commuter Rail/RR Management	1,519.5	1,239.9	(279.6)	(18.4%)
Paratransit	4.4	4.4	0.0	0.0%
General Mobility - Road Improvements/ITS	9.1	5.5	(3.7)	(40.1%)
Non-Operating	208.9	247.5	38.6	18.5%
Capital P & D, Startup	437.8	451.2	13.4	3.1%
Total Capital Expenditures	\$8,261.1	\$8,248.4	(\$12.7)	(0.2%)

DART plans to invest \$8.2 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.

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 opening new service and 2) before 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 37, SGR investments represent about 87.8 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 that DART can continue to serve the community with high-quality, reliable vehicles and infrastructure.

Exhibit 37: 20-Year Capital & Non-Operating Program by Category (\$M)

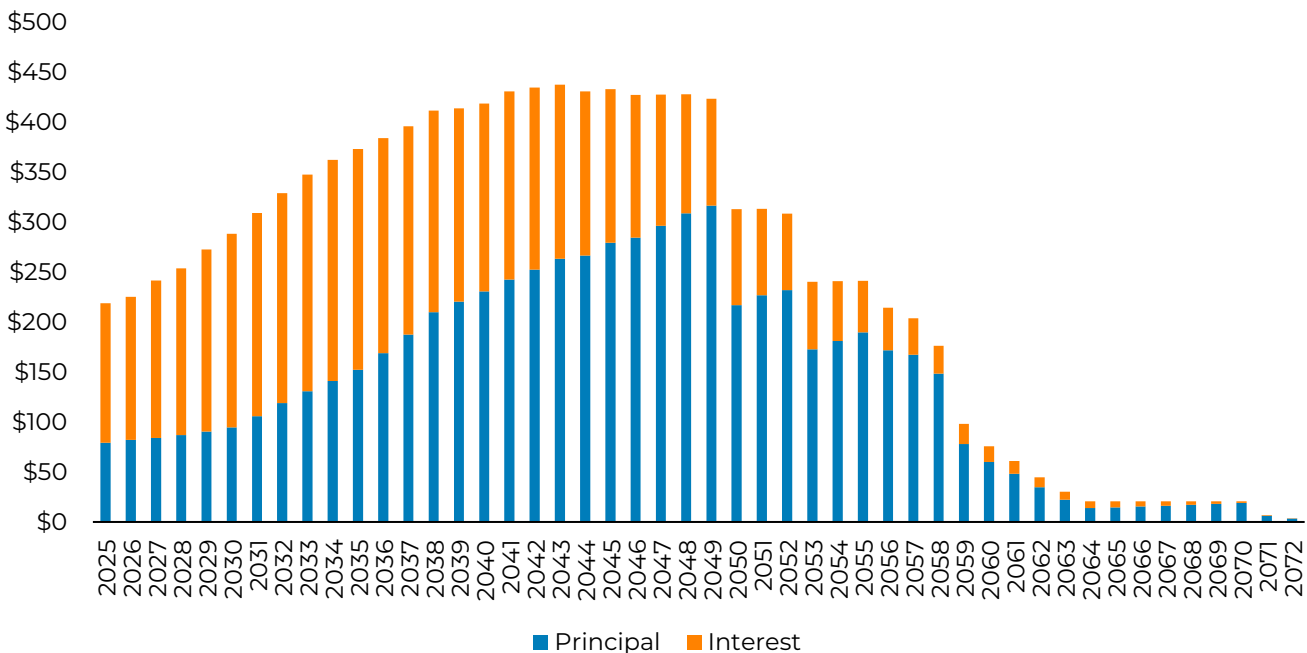


Please refer to the Capital Improvement Program section for additional details on capital projects.

Debt Service Costs (Lines 28-31, 33)

Exhibit 38 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 38: FY 2025-FY 2072 Principal & Interest Payments (\$M)



DART believes a sound debt program should combine fixed and variable-rate debt. DART plans to have at most 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.

Exhibit 39 summarizes the major commercial paper and long-term debt assumptions. Depending on DART's financial needs and market conditions, the actual amount, type, interest rates, and timing of debt issuance may differ from the Plan.

Exhibit 39: Long-Term Debt & Commercial Paper Assumptions

Description	Commercial Paper (CP)		Long-Term Debt (LTD)	
	FY 2025	FY 2026-2024	FY 2025	FY 2026-2044
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%
Principal repayment	\$0M	\$487M	\$79.1M	\$3.13B
New CP*/Total long-term debt issued**	\$25M	\$400M	\$519M	\$2.51B
Maximum debt outstanding at EOY	\$87M	\$400M	\$4.17B	\$5.46B
Year of maximum debt outstanding	FY 2025	FY 2029-2030	FY 2025	FY 2033
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 are par value and net interest expense and fees related to 'rolling' CP, which is the maturing and re-issuance of commercial paper.

**The long-term debt amounts shown for FY 2025 are shown at par value and amounts shown for FY 2026-2044 are anticipated bond proceeds shown at par value to match project funding budget.

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 40. 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 cash disbursement.

Exhibit 40: FY 2025-FY 2044 Balance Sheet (\$M)

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Assets										
Current Assets										
Cash, Cash Equivalents, & Investments	\$935.9	\$753.0	\$657.3	\$666.1	\$660.5	\$702.1	\$604.2	\$547.5	\$546.9	\$539.1
Sales Taxes Receivable	158.4	163.1	163.1	169.7	178.1	188.8	198.3	206.2	212.4	212.4
Transit Revenue Receivable, Net	2.1	2.4	2.4	2.5	2.7	2.7	2.7	2.9	3.0	3.0
Due from Other Governments	26.1	24.1	20.7	13.3	11.8	8.9	9.5	9.8	11.2	10.2
Material & Supplies Inventory	43.4	44.6	45.5	46.5	47.6	48.6	49.7	50.7	51.8	53.0
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	1,168.9	990.2	892.1	901.1	903.6	954.1	867.3	820.1	828.2	820.7
Notes Receivable & Investment in Joint Venture	\$4.3	\$3.4	\$2.4	\$1.4	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Property, Plant & Equipment, Net	6,481.9	7,003.8	7,399.7	7,699.1	7,916.1	8,115.0	8,237.8	8,228.6	8,154.6	7,997.6
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	35.1	34.3	33.4	32.6	31.8	31.1	30.3	29.6	28.9	28.3
Total Assets & Deferred Outflows	\$7,690.6	\$8,031.9	\$8,327.9	\$8,634.5	\$8,852.3	\$9,100.4	\$9,135.7	\$9,078.6	\$9,012.0	\$8,846.8
Liabilities & Equity										
Current Liabilities										
Accounts Payable & Accrued Liabilities	\$277.1	\$282.6	\$266.4	\$253.4	\$242.5	\$243.5	\$234.1	\$214.3	\$207.3	\$197.0
Commercial Paper Notes Payable	87.0	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	79.1	82.2	84.1	86.8	90.3	94.4	118.9	141.6	154.0	164.8
Retainage Payable	59.7	63.6	58.9	50.5	43.7	39.9	36.3	28.3	20.7	15.3
Total Current Liabilities	502.9	428.4	509.4	590.7	676.5	777.8	789.3	684.2	582.1	477.1
Senior Lien Sales Tax Revenue Bonds Payable	\$3,580.9	\$3,498.7	\$3,414.6	\$3,327.8	\$3,237.5	\$3,143.1	\$3,024.2	\$2,882.7	\$2,728.6	\$2,563.9
Net Pension Liability	17.7	16.7	15.7	14.7	13.7	12.7	11.7	10.7	0.0	0.0
Total Liabilities & Deferred Inflows	\$4,101.5	\$3,943.8	\$3,939.7	\$3,933.2	\$3,927.7	\$3,933.6	\$3,825.2	\$3,577.5	\$3,310.7	\$3,040.9
Net Assets (Equity)	\$3,589.1	\$4,088.1	\$4,388.2	\$4,701.3	\$4,924.6	\$5,166.8	\$5,310.4	\$5,501.1	\$5,701.3	\$5,805.9
Total Liabilities & Net Assets	\$7,690.6	\$8,031.9	\$8,327.9	\$8,634.5	\$8,852.3	\$9,100.4	\$9,135.7	\$9,078.6	\$9,012.0	\$8,846.8

Description	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Assets										
Current Assets										
Cash, Cash Equivalents, & Investments	\$468.7	\$548.5	\$547.7	\$629.3	\$613.5	\$691.0	\$642.7	\$804.1	\$1,019.1	\$1,367.1
Sales Taxes Receivable	220.9	231.9	245.8	258.1	268.5	276.5	276.5	287.6	302.0	320.1
Transit Revenue Receivable, Net	3.3	3.3	3.4	3.7	3.7	3.8	4.1	4.2	4.3	4.6
Due from Other Governments	9.3	9.0	9.0	16.1	16.3	12.6	11.6	9.0	9.3	9.0
Material & Supplies Inventory	54.1	55.3	56.5	57.7	59.0	60.3	61.6	62.9	64.3	65.7
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	759.3	851.0	865.4	967.9	964.0	1,047.2	999.5	1,170.8	1,401.9	1,769.4
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	7,792.9	7,616.2	7,604.8	7,579.3	7,690.6	7,895.6	7,999.7	7,851.8	7,709.7	7,523.1
Unamortized Debt Issuance Costs & Other	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Deferred Outflows of Resources	27.6	27.0	26.4	25.8	25.3	24.7	24.2	23.7	23.2	22.7
Total Assets & Deferred Outflows	\$8,580.0	\$8,494.5	\$8,496.8	\$8,573.3	\$8,680.1	\$8,967.8	\$9,023.7	\$9,046.5	\$9,135.0	\$9,315.5
Liabilities & Equity										
Current Liabilities										
Accounts Payable & Accrued Liabilities	\$192.9	\$202.2	\$237.2	\$239.7	\$269.1	\$290.5	\$277.0	\$236.7	\$243.2	\$241.5
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	176.7	192.0	203.1	211.0	221.2	231.4	243.0	252.9	263.3	266.3
Retainage Payable	10.4	9.9	18.0	24.6	29.9	39.4	39.3	25.5	16.1	15.1
Total Current Liabilities	380.0	404.1	458.3	475.3	520.2	561.3	559.4	515.1	522.5	522.9
Senior Lien Sales Tax Revenue Bonds Payable	\$2,387.2	\$2,195.2	\$1,992.1	\$1,781.1	\$1,559.9	\$1,328.4	\$1,085.5	\$832.6	\$569.3	\$303.0
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	\$2,767.2	\$2,599.3	\$2,450.4	\$2,256.4	\$2,080.1	\$1,889.7	\$1,644.8	\$1,347.7	\$1,091.8	\$825.9
Net Assets (Equity)	\$5,812.8	\$5,895.2	\$6,046.4	\$6,316.9	\$6,600.0	\$7,078.1	\$7,378.8	\$7,698.8	\$8,043.2	\$8,489.6
Total Liabilities & Net Assets	\$8,580.0	\$8,494.5	\$8,496.8	\$8,573.3	\$8,680.1	\$8,967.8	\$9,023.7	\$9,046.5	\$9,135.0	\$9,315.5

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 \$28.2 million on September 30, 2024.

Financial Standard G8 requires an Emergency Reserve of no less than \$50 million and no more than 10 percent of the annual sales tax budget. Sales taxes that exceed the sales tax budget during a fiscal year shall be placed in the Mobility Assistance and Innovation Fund (MAIF).

Working Cash Requirement (Line 39)

Financial Standard G7 establishes a working cash reserve of at least 90 days of operating expenses. This line item represents the projected year-end value.

Mobility Assistance & Innovation Fund (Line 40)

The MAIF may be used for any purpose, subject to an affirmative vote of two-thirds of the appointed and qualified Board members. Remaining funds at the end of FY 2024 are projected to be \$21.0 million.

Designated Cash For Future 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 2025 Plan, designated cash for future spending reaches its lowest value in FY 2035 at \$22.4 million. This amount is in addition to the reserves described in the previous paragraphs. DART's minimum total cash on hand, including all reserves and restricted funds, is projected at \$441.9 million in FY 2035.

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

Coverage Ratios (Lines 42-43)

Financial Standard D6 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. DART is held to this standard by the market and the agency's 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 2025 Plan, the lowest external coverage ratio is 3.18 in FY 2034.

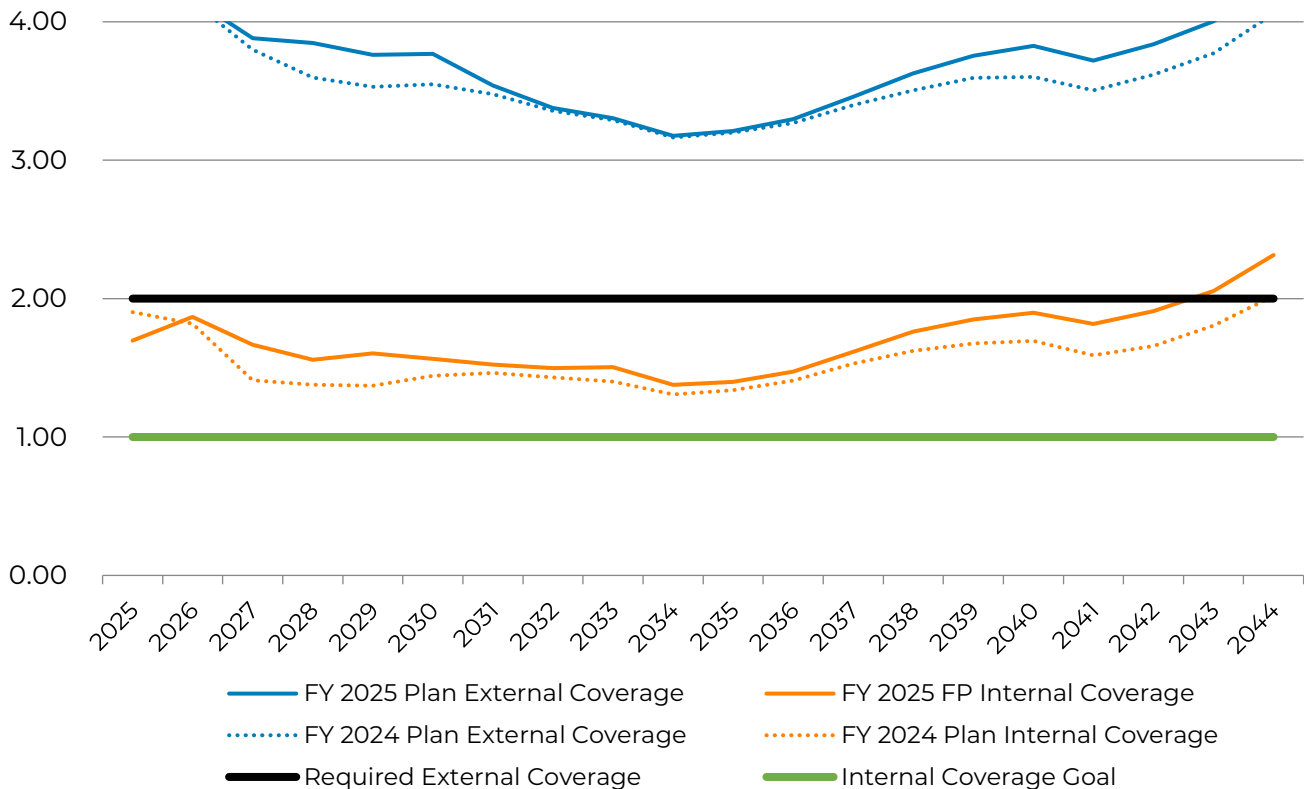
The same standard also aims for an internal coverage ratio greater than 1.0. "It is a goal of DART that for financial planning purposes, for long-term debt, sales tax revenues plus operating revenues, plus interest income, less operating expenses (excluding debt service and depreciation), for any 12 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 1.38 in FY 2034.

Restricted cash for deferred spending and the internal and external coverage ratios are critical components of affordability. Exhibits 41 and 42 compare the projected annual values of the internal and external coverage ratios from the FY 2023 Plan to those in the FY 2025 Plan.

Exhibit 41: Year-over-Year Comparison of Coverage Ratios (Table)

Year	FY 2024 FP		FY 2025 FP		Variance	
	External Coverage	Internal Coverage	External Coverage	Internal Coverage	External Coverage	Internal Coverage
2025	4.12	1.90	4.31	1.70	0.19	(0.20)
2026	4.15	1.82	4.17	1.87	0.02	0.05
2027	3.80	1.41	3.88	1.67	0.08	0.26
2028	3.60	1.38	3.85	1.56	0.25	0.18
2029	3.53	1.37	3.76	1.60	0.23	0.23
2030	3.55	1.44	3.77	1.56	0.22	0.12
2031	3.48	1.46	3.54	1.52	0.06	0.06
2032	3.36	1.43	3.38	1.50	0.02	0.07
2033	3.29	1.40	3.30	1.50	0.01	0.10
2034	3.16	1.31	3.18	1.38	0.01	0.07
2035	3.20	1.34	3.21	1.40	0.01	0.06
2036	3.27	1.41	3.30	1.47	0.03	0.07
2037	3.40	1.53	3.46	1.62	0.06	0.08
2038	3.51	1.62	3.63	1.76	0.12	0.14
2039	3.59	1.68	3.75	1.85	0.16	0.17
2040	3.60	1.69	3.82	1.90	0.22	0.20
2041	3.51	1.59	3.72	1.82	0.21	0.23
2042	3.62	1.66	3.84	1.91	0.22	0.25
2043	3.77	1.80	4.00	2.05	0.23	0.25
2044	4.06	2.02	4.31	2.31	0.25	0.30

Exhibit 42: Year-over-Year Comparison of Coverage Ratios (Graph)





CAPITAL IMPROVEMENT PROGRAM

Overview

Purpose & Goals

Relationship to Other Plans

Funding Sources

Capital Project Review Process

Program & Category Overview

Project Cash Flow Details



CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

DART's Capital Improvement Program (CIP) provides a five-year forecast of the agency's capital infrastructure and asset investments. The FY 2025-FY 2029 CIP includes 343 projects, 290 of which are active, while 53 projects are reserves for state of good repair (SGR) efforts. The CIP represents our commitment to creating and maintaining an accessible, sustainable, and reliable system as we move toward our vision of your first-in-mind mobility partner.

FY 2025-FY 2029 CIP

The capital projects in the FY 2025-FY 2029 CIP have been divided into six major program areas. The investments in these areas total about \$3.3 billion. Additional investments of \$146.2 million are associated with non-operating and capital planning and development costs included in the financial plan but not detailed in this report. Altogether, these investments total nearly \$3.5 billion.

Mode/Program	FY 2025-FY 2029 Investment
Agency-Wide	\$265.3M
Bus	\$522.3M
Commuter Rail	\$837.0M
<i>Trinity Railway Express (TRE)</i>	\$249.8M
<i>Silver Line</i>	\$587.2M
Light Rail	\$1.68B
Paratransit	\$0.6M
Streetcar	\$7.2M
Additional Investments*	
Non-Operating	\$35.6M
Road Improvements	\$5.5M
Capital Planning, Development, & Startup Costs	\$104.9M
Total FY 2025-FY 2029 CIP	\$3.46B

*Projects in these categories are not detailed in the CIP

PURPOSE & GOALS

The CIP is DART's short-term, financially constrained investment plan for the planning, design, construction, and capital maintenance of assets across the agency. It details the first five years of projects included in the 20-Year Financial Plan.

Capital projects and additional related investments total approximately \$3.5 billion and include new, ongoing, and one-time investments across the bus, commuter rail, light rail, streetcar, and paratransit programs, as well as agency-wide initiatives, planning activities, and funding for service area cities' transit-related improvement programs.

The CIP aims to:

- Tie near-term projects to DART's strategic plan
- Identify projects that meet Infrastructure Investment and Jobs Act (IIJA) goals, which prioritize safety, modernization, equity, and climate investments
- 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 five years and identify scope, schedule, and budget efficiencies, as well as opportunities to procure or fund projects
- Provide agency project managers with an effective planning tool for implementation
- Educate Board members, stakeholders, and the public about upcoming projects and priorities
- Foster transparency, credibility, and trust with the public and external funding agencies

Readers should note that projects are limited to what we can pay for with forecasted revenues. Staff also regularly screen projects to identify candidates for federal and local grants, allowing DART to expand its capital project capacity.

RELATIONSHIP TO OTHER PLANS

Annual Budget & 20-Year Financial Plan

The CIP details the capital needs in the first five years of the 20-Year Financial Plan. Proposing a project for the CIP is the first step in identifying and prioritizing future investments over the 20-year timeframe. We also review SGR reserves annually as part of the financial planning process 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, which is then incorporated into the budget and financial plan.

Transit Asset Management (TAM) Plan

The TAM Plan clearly describes DART's assets, their condition, and the processes the agency follows to ensure they are kept in safe and working order. The condition assessments, critical capital investments, and future initiatives detailed in the TAM Plan inform which projects based on asset class (rolling stock, equipment, facilities, or 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 in its budget. This means current-period cash inflows match the outgoing cash requirements for operating and debt service costs. While DART is not required to balance its 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 2025 20-Year Financial Plan.

Local Sources

The primary funding source for CIP projects is debt supported by sales tax and operating revenues.

Federal Funding

Formula Funding

Formula funds are allocated using a "formula" set by legislators, usually based on measurable criteria like population or infrastructure age/condition. 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 CIP projects, DART has historically 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). The TIP is a short-term planning document that lists fully funded transportation projects within a metropolitan area for the next four years. It is maintained by the North Central Texas Council of Governments (NCTCOG) per FTA requirements and updated biannually.

Discretionary Funding

Discretionary grants are still governed by federal regulations but are competitive based on the proposal’s merit (and the availability of funds). 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 IIJA significantly increased available federal transit funding through 2026. While the projects in the CIP do not currently reflect funding from the IIJA grant programs, DART staff screen projects based on how well they address the IIJA’s four key priorities, typically included as application requirements and evaluation criteria. The four priorities are summarized below.

Safety

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



Climate

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



Modernization

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



Equity

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



CAPITAL PROJECT REVIEW PROCESS

Capital project review is an annual process that allows the agency to reassess all active projects and advance new initiatives and programs.



PROGRAM & CATEGORY OVERVIEW

CIP projects are classified by mode or program and further categorized based on the FTA's National Transit Database (NTD) definitions. State of good repair (SGR) reserves are funded in most categories.

Agency-Wide

These projects are not specific to one mode but instead impact multiple modes or the agency in general, such as enterprise application replacements, which will affect all modes.

Bus

These projects include maintaining, replacing, or expanding DART's bus fleet, bus-related amenities, bus support facilities, and bus programs that ensure safe and reliable bus service.

Commuter Rail

These projects 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

These projects include maintaining, replacing, or expanding DART's light rail system, supporting infrastructure, and associated facilities.

Paratransit

This category includes SGR reserves for maintenance of DART's paratransit operations facility.

Streetcar

DART operates and maintains the Dallas Streetcar on behalf of the City of Dallas. This category includes SGR reserves for streetcar maintenance and a placeholder to extend existing streetcar lines per DART's agreement with the City.

Additional Investments

Funds in this category are included in the Capital & Non-Operating Costs line in the 20-Year Financial Plan but are not detailed in the FY 2025-FY 2029 CIP. They include:

- Non-operating projects such as planning studies that do not meet accounting capitalization criteria

- 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

Projects in this category include design and engineering, land acquisition and relocation, demolition, and purchase or construction of general administrative offices owned by DART.

Communications & Information Systems

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

Information systems projects 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

Projects in this category include acquiring or rebuilding validators, automated fareboxes, related software, and ticket vending machines.

Guideways

Guideways are the structures that support and guide trains and vehicles that travel over them. Projects in this category include design and engineering, land acquisition and relocation, demolition, and purchase or construction of guideways. 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

Projects in this category include design and engineering, land acquisition and relocation, demolition, and purchase or construction of maintenance buildings, including garages, shops, operations centers, and associated equipment, such as diagnostic equipment.

Passenger Stations

Projects in this category include design and engineering, land acquisition and relocation, demolition, and purchase or construction of passenger stations, including park-and-ride facilities.

Revenue Vehicles

Revenue vehicles such as light rail vehicles and buses are used for revenue-generating operations. Projects in this category include acquisition and major rehabilitation, which can occur for individual vehicles or when overhauling or expanding a fleet. The cost 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 in the vehicle purchase, these items are considered part of the vehicle cost.

Service Vehicles (Non-Revenue Vehicles)

Service vehicles do not directly generate revenue but support operations, such as supervisor vans, tow trucks, mobile repair trucks, transit police cars, and staff cars. Projects in this category include the acquisition or rebuilding of these vehicles. The cost includes both the vehicle and all internal or attached fixtures and appliances.

Other

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

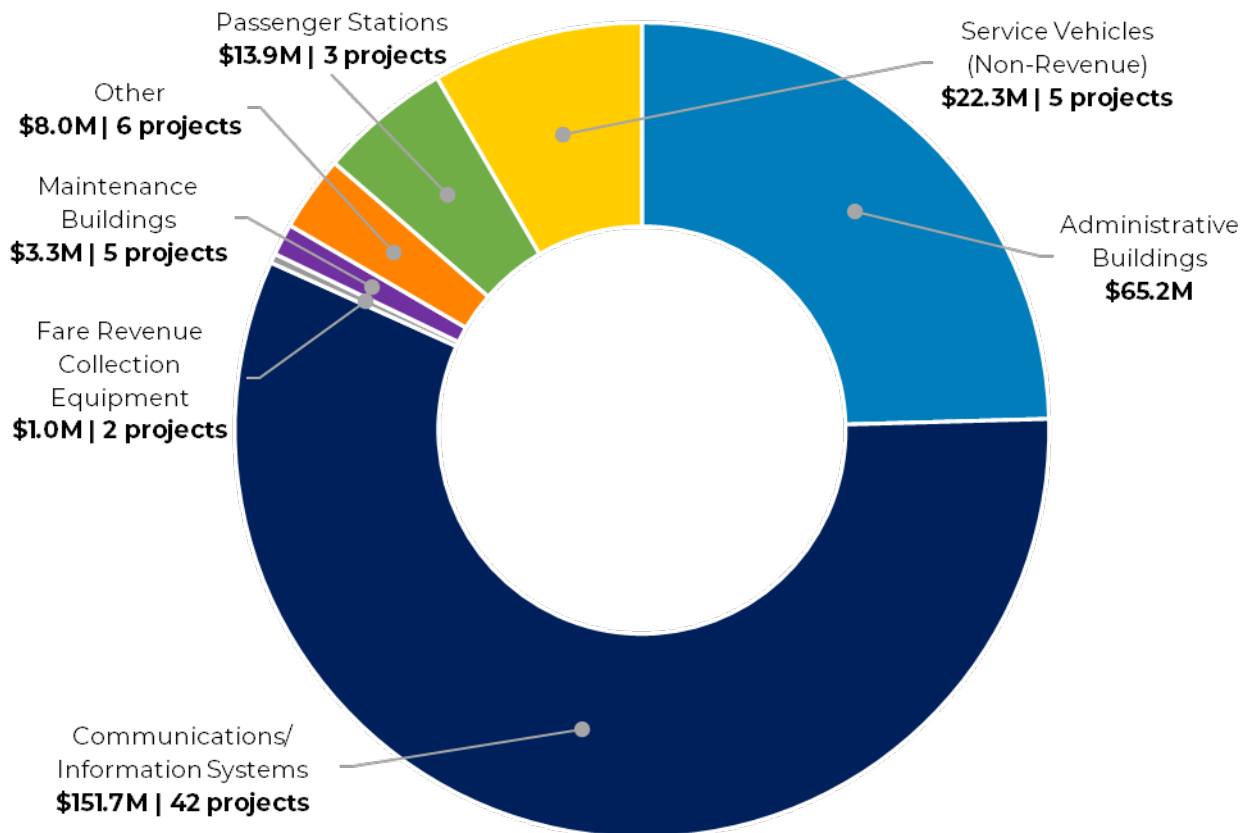
Please note that project descriptions on the following pages are provided only for projects with a five-year total of \$250,000 or more. Project cash flow details are included at the end of the CIP section of this document.

AGENCY-WIDE

Total Investment
\$265.3M

Agency-wide projects are not specific to any mode; they benefit multiple modes or 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. In addition, we are upgrading our CCTV capabilities, making critical technology upgrades, and looking to the future of the DART Headquarters building.



ADMINISTRATIVE BUILDINGS

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

**23
Projects**

\$65.2M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - AB - 01	DART Multi-Use Northwest Substation at Walnut Hill/Denton Facility	■	■	■	■		\$27,575	\$27,575
AW - AB - 02	State of Good Repair Reserve - Administration	■	■	■	■	■	\$11,603	\$58,724
AW - AB - 03	DART Headquarters Design - 1401 Pacific Ave.	■	■				\$11,173	\$11,173
AW - AB - 04	State of Good Repair Reserve - Administration Headquarters		■	■	■	■	\$2,322	\$18,375
AW - AB - 06	Replace Chiller and Base System at Headquarters	■					\$1,479	\$1,479
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		■		■		\$208	\$2,442
AW - AB - 12	Headquarters Chiller 2 Compressor Rebuild	■					\$240	\$240
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
AW - AB - 19	DART Headquarters Building Renovation Project - Pre-Design Services	■					\$359	\$359
AW - AB - 20	Replace HQ Trane HVAC Units	■	■				\$450	\$450
AW - AB - 21	Board Governance Software Portal	■					\$200	\$200
AW - AB - 22	Data Center NOC Relocation	■					\$136	\$136

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - AB - 23*	1401 Pacific DART HQ Construction		■				\$5,000	\$56,588
AW - AB - 24*	Use of Force Simulator	■	■				\$250	\$250
AW - AB - 25*	Distribution Center Climate Control	■					\$245	\$245
Total							\$65,177	\$182,173

*New FY 2025 capital project

DART Multi-Use Northwest Substation at Walnut Hill/Denton Facility | AW - AB - 01

The project is a combined facility for Police, Finance Count Room, and Agency Training located on DART property adjacent to the Walnut Hill Denton Station on the Green Line. Additional funding will support the completion of the final design.

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 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.

Replace Chiller and Base System at Headquarters | AW - AB - 06

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

Headquarters Roof Repair/Replacement | AW - AB - 07

Obtain a written condition assessment of the DART HQ roof 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 second-floor escalators at DART headquarters that 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

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

DART Headquarters Building Renovation Project - Pre-Design Services | AW - AB - 19

Obtain pre-design services for the DART HQ building, including architectural, structural, and mechanical engineering, design, and cost estimation work in preparation for the renovation and modernization of HQ.

Replace HQ Trane HVAC Units | AW - AB - 20

Replace Trane HVAC units, as the current units are nearing 30 years old and have reached their end of life. The units provide AC for the main Board room and other Board meeting rooms, Board support, customer service, and other areas on the first floor. It is critical to keep these areas properly conditioned.

1401 Pacific DART HQ Construction | AW - AB - 23*

Construction to bring DART HQ up to code and refurbish to a state of good repair. The cost includes construction only.

Use of Force Simulator | AW - AB - 24*

Replace the outdated 2014 use of force simulator. The new 3D simulator will provide immersive, room-encompassing scenarios that adapt to officers' decisions, enhancing de-escalation training and overall effectiveness.

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 various projects that will increase efficiency across the agency.

**42
Projects**

\$151.7M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - CIS - 01	Agency CCTV Upgrade	■	■	■			\$28,600	\$28,600
AW - CIS - 02	P25 Radio System Upgrade	■	■	■			\$5,479	\$5,479
AW - CIS - 03	State of Good Repair Reserve - Application Technology		■	■	■	■	\$30,518	\$201,503
AW - CIS - 04	State of Good Repair Reserve - Infrastructure Technology		■	■	■	■	\$15,938	\$101,563
AW - CIS - 05	State of Good Repair Reserve - Finance		■				\$12,368	\$65,742
AW - CIS - 06	Consolidated Dispatch Facility	■					\$5,000	\$5,000
AW - CIS - 08	Video Management Systems	■					\$1,250	\$1,250
AW - CIS - 09	Time and Attendance System Replacement	■	■				\$4,862	\$4,862
AW - CIS - 10**	Upgrade Bus and Rail Vehicle Gateways	■	■	■	■		\$8,393	\$8,393
AW - CIS - 11	LAWSON Enterprise Resource Planning Replacement	■	■	■			\$5,754	\$5,754
AW - CIS - 12	State of Good Repair Reserve - Communications		■	■	■	■	\$242	\$8,481
AW - CIS - 13	Desktop and Laptop Replacement	■	■				\$2,214	\$2,214
AW - CIS - 14	Big Data Real-Time Prediction and Run Time App	■	■	■			\$1,645	\$1,645
AW - CIS - 15	Enterprise Database Systems - Oracle Database Appliance Replacement Project	■	■	■			\$1,937	\$1,937
AW - CIS - 16	InfoStation Modernization	■	■				\$1,606	\$1,606
AW - CIS - 17	Infrastructure Capital Maintenance and State of Good Repair	■	■				\$1,553	\$1,553
AW - CIS - 18	Enterprise Asset Management System	■					\$2,006	\$2,006
AW - CIS - 21	DART Access Enhancements	■					\$419	\$419
AW - CIS - 22	Agency Conference Rooms and Digital Signage Upgrade	■	■				\$1,019	\$1,019

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - CIS - 24	State of Good Repair Reserve - DART Police		■		■	■	\$1,135	\$7,523
AW - CIS - 26	Network Upgrade - Data Center	■	■				\$2,000	\$2,000
AW - CIS - 28	Data Warehouse Expansion	■	■	■			\$614	\$614
AW - CIS - 29	FY22 Mobility as a Service Enhancements - GoPass Supporting Technology	■	■	■			\$1,908	\$1,908
AW - CIS - 30	INIT Vehicle Business System Servers Virtualization	■	■				\$1,075	\$1,075
AW - CIS - 35	Real-Time Reporting	■					\$601	\$601
AW - CIS - 36	Agency Wireless Network Upgrade	■					\$181	\$181
AW - CIS - 37	Enterprise Project Management Improvements	■					\$802	\$802
AW - CIS - 39	State of Good Repair Reserve - Marketing		■	■	■		\$393	\$3,348
AW - CIS - 43	Enterprise Document Management State of Good Repair	■					\$527	\$527
AW - CIS - 44	Enterprise External Services Provider Implementation	■					\$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 - 49	National Transit Database Automation	■					\$496	\$496
AW - CIS - 51	Integration of Cognos Analytics On Cloud with Planning Analytics	■					\$75	\$75
AW - CIS - 53	Firewall Lifecycle Replacement	■					\$129	\$129
AW - CIS - 58	BI Enterprise Applications	■					\$510	\$510
AW - CIS - 60	Passenger Emergency Call (PEC) Phones	■					\$175	\$175
AW - CIS - 61	CRM Implementation	■	■				\$7,300	\$7,300
AW - CIS - 62	Rapid Response Web Tool	■					\$262	\$262
AW - CIS - 63	INIT Mobile Forms and Flashback	■					\$285	\$285
AW - CIS - 64*	Police RMS/CAD Software	■	■				\$1,245	\$1,245
AW - CIS - 65*	Network Switch Power Supply	■	■				\$476	\$476
Total							\$151,717	\$479,283

*New FY 2025 capital project

**Additional funding requested in FY 2025

COMMUNICATIONS/INFORMATION SYSTEMS

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.

Video Management Systems | AW - CIS - 08

Create a surveillance camera business service for the agency. A camera policy and strategy document will be created along with building out and replacing 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

The agency uses UKG (formerly Kronos) Workforce Central (WFC) to track employees' time and attendance. Funding includes a comprehensive assessment to determine agency requirements and implementation of a new time and attendance system.

Upgrade Bus and Rail Vehicle Gateways | AW - CIS - 10

Upgrade vehicle gateways. *Additional funding requested in FY 2025.*

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.

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.

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 eq.

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, system selection, and implementation.

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.

State of Good Repair Reserve - DART Police | AW - CIS - 24

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

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 that are old and at the end of their useful life.

Data Warehouse Expansion | AW - CIS - 28

The project will bring additional themes and datasets 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.

INIT Vehicle Business System Servers Virtualization | AW - CIS - 30

Move current INIT VBS servers from physical to virtual. This project will improve the security management of the existing system.

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.

Enterprise Project Management Improvements | AW - CIS - 37

Implement new features needed by the business users.

State of Good Repair Reserve - Marketing | AW - CIS - 39

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

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 converting 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.

National Transit Database Automation | AW - CIS - 49

This project will be a multi-year effort to identify the list of NTD reports that have potential for automation. Documentation and automation processes will be developed to minimize manual processes required to complete federal reporting requirements.

BI Enterprise Applications | AW - CIS - 58

SGR for all applications under IMA. BI Enterprise Applications include Oracle, SQL, TM1, ArcGIS, IBM DataStage, and Tableau.

CRM Implementation | AW - CIS - 61

Develop an agency-wide Customer Relationship Management (CRM) solution to better manage DART customer relationships and seamlessly integrate with existing DART systems.

Rapid Response Web Tool | AW - CIS - 62

Issue RFP for development of a rapid response mobile application for DART employees.

INIT Mobile Forms and Flashback | AW - CIS - 63

Install Mobileforms application for Rail Operations to record, manage, and report rail incidents efficiently including incidents or events due to vehicle, operator, or passenger issues, accidents, etc.

Police RMS/CAD Software | AW - CIS - 64*

Replace outdated 2009 police software with advanced technology for improved dispatch (CAD) and records management (RMS). The new system will enhance call assignment, officer tracking, and prioritization by location and type while integrating CAD and RMS to comprehensively map calls and crimes.

Network Switch Power Supply | AW - CIS - 65*

Upgrade primary and secondary power supplies in network switches across the agency. These switches support network access for workstations, printers, IoT devices, and wireless access points. The upgrades will ensure reliable operation and extend the lifespan of the network switches.

FARE REVENUE COLLECTION EQUIPMENT

2
Projects

\$1.0M

These projects support our fare collection and customer interfaces.

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - FRCE - 01	GoPass App Enhancements	■					\$598	\$598
AW - FRCE - 02*	Fare Roadmap Study/Analysis and RFP Requirements	■	■				\$400	\$400
Total							\$998	\$998

*New FY 2025 capital project

GoPass App Enhancements | AW - FRCE - 01

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

Fare Roadmap Study/Analysis and RFP Requirements | AW - FRCE - 02*

DART is looking to the future of fare payment systems to deliver a simple customer payment

experience across various sub-systems, including ticket vending machines, automatic fare collection, app, bus fareboxes, and all other fare payment needs. Due to the complex nature of such a system upgrade, DART is seeking an experienced consultant to create two fully developed RFPs, tech specs, and independent cost estimates and support the RFP process through implementation of the hardware and systems for the Phase 1 validator and AFC system and Phase 2 bus farebox. In addition, DART will look for the consultant to develop a high-level roadmap for fare payment systems at DART.

MAINTENANCE BUILDINGS

Maintenance building investments include projects that improve operational efficiencies at various facilities. Projects include energy efficiency and electric backup systems.

**5
Projects**

\$3.3M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - MB - 01	Energy Savings Performance Contract	■					\$1,328	\$1,328
AW - MB - 04**	Generator Modification at Bus Facilities	■					\$1,000	\$1,000
AW - MB - 05	State of Good Repair Reserve - Oak Cliff NRV Facility		■	■	■	■	\$452	\$4,651
AW - MB - 06	State of Good Repair Reserve - Material Management Facility			■			\$34	\$5,977
AW - MB - 07	PA HVAC/Mech Equip Replacement	■					\$530	\$530
Total							\$3,344	\$13,487

**Additional funding requested in FY 2025

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.

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. *Additional funding requested in FY 2025.*

State of Good Repair Reserve - Oak Cliff Non-Revenue Vehicle Facility | AW - MB - 05

SGR reserve for maintaining the Oak Cliff NRV facility.

PA HVAC/Mech Equip Replacement | AW - MB - 07

Replacement of obsolete HVAC units at Westmoreland Crew Room, CBD West, Lake June, Pearl Crew Room, Jack Hatchell, Cityplace, and North Irving Stations. These updates ensure efficient cooling and heating for bus and LRT facilities and comply with the EPA's Montreal Protocol phase-out of R-22 refrigerants, using energy-efficient and ozone-friendly systems.

OTHER

These projects serve various purposes from economic development to public safety to organizational support.

**6
Projects**

\$8.0M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - OT - 01	Transit-Oriented Development and Economic Development	■					\$109	\$109
AW - OT - 02	Visual Experience Redesign	■					\$401	\$401
AW - OT - 03	Police Body-Worn Camera, In-Car Video, and Tasers	■	■	■	■		\$6,315	\$6,315
AW - OT - 04*	TOD & Economic Development	■					\$500	\$500
AW - OT - 05*	Key Machine	■					\$75	\$75
AW - OT - 06*	Third-Party Consultant Support Services	■					\$560	\$560
Total							\$7,960	\$7,960

*New FY 2025 capital project

Visual Experience Redesign | AW - OT - 02

Professional consultant assistance to fully redesign system maps and timetables, including GoLink, and create a comprehensive wayfinding strategy aligned with DART's strategic goals. Proposals should outline ROI, develop new design standards based on DART's brand, and create key language elements for all customer interactions. The approach must consider accessibility and be adaptable across digital platforms and easily updated as needed.

Police Body-Worn Camera, In-Car Video, and Tasers | AW - OT - 03

Replace and expand body-worn cameras, tasers, and in-car video to cover all police and Fare Enforcement Officers, improving safety and security for officers and riders.

TOD & Economic Development | AW - OT - 04*

Preparation and documentation of all potential TOD properties and initiatives, including RFP processing; selection of developer, negotiation, and implementation; special studies; special appraisals, selection of significant properties for RFP market analysis and due diligence; TOD property value impact update; and support for active TOD projects.

Third-Party Consultant Support Services | AW - OT - 06*

Support review, approval, and oversight of projects adjacent to, on, over, or under DART property or facilities. Covers design reviews, coordination, construction management, quality assurance, and schedule control to ensure minimal impact on DART facilities, roadways, bus routes, and stops.

PASSENGER STATIONS

Significant investments will be made to advance Lancaster corridor improvements, Carrollton Depot, and provide an increased presence of security officers.

**3
Projects**

\$13.9M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - PS - 01	Transit Security Officers	■					\$8,137	\$8,137
AW - PS - 03	Carrollton Depot Adaptive Reuse	■	■				\$1,300	\$1,300
AW - PS - 08*	Lancaster Corridor Improvements	■	■	■			\$4,440	\$4,440
Total							\$13,876	\$13,876

*New FY 2025 capital project

Transit Security Officers | AW - PS - 01

Contract 100 TSOs to work with DART police when and as directed to ensure cohesive protection for DART staff, riders, the public, facilities, and infrastructure.

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 adaptive reuse and necessary exterior and interior rehabilitation.

Lancaster Corridor Improvements | AW - PS - 08*

Upgrade bus and rail accommodations to improve transit access along the Lancaster corridor. Route 217 bus stops will get new shelters with better lighting, seating, branding, and arrival info. Station platforms at Kiest, VA Medical Center, Illinois, Morrell, and Ledbetter will receive updated windscreens, seating, canopies, walkways, and lighting. Safety enhancements on Lancaster Road will include upgraded crosswalk signals, enhanced lighting, surveillance cameras, and barriers to reduce accidents and vandalism, prioritizing customer experience and safety.

SERVICE VEHICLES (NON-REVENUE)

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

**5
Projects**

\$22.3M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
AW - SV - 01	State of Good Repair Reserve - Non-Revenue Vehicle/Equipment Replacement		■	■	■	■	\$14,931	\$74,872
AW - SV - 02	FY 2024 - Non-Revenue Vehicle Replacements	■					\$4,618	\$4,618
AW - SV - 03	FY 2023 - Non-Revenue Vehicle Replacements	■					\$1,830	\$1,830
AW - SV - 06	State of Good Repair Reserve - Police Motorcycles			■	■		\$560	\$2,654
AW - SV - 07	Motorcycle Replacement - Police	■					\$320	\$320
Total							\$22,260	\$84,293

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.

State of Good Repair Reserve - Police Motorcycles | AW - SV - 06

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

Motorcycle Replacement - Police | AW - SV - 07

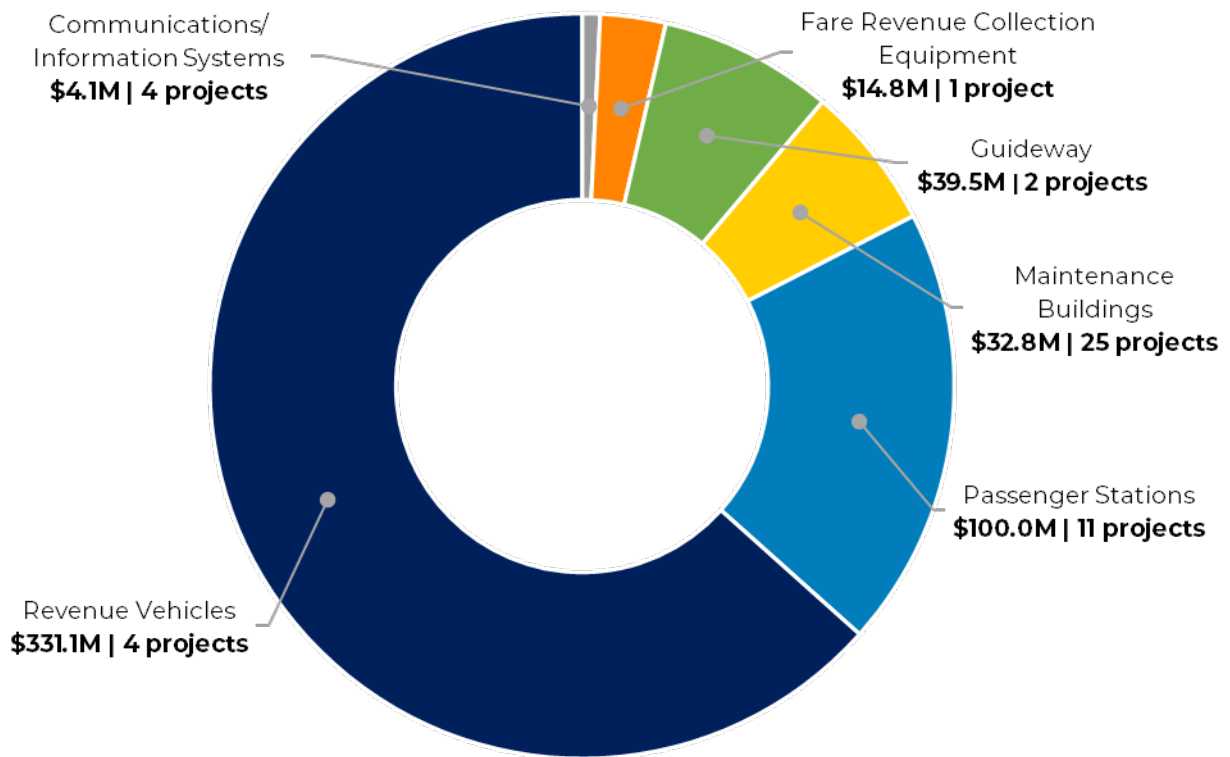
Funding to support replacement of eight police motorcycles at end of useful life.

BUS

Total Investment
\$522.3M

Bus projects support 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 replacing the bus fleet, enhancing interior signage, upgrading and expanding bus stop amenities across the system, and improving bus corridors. 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.



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.

**4
Projects**

\$4.1M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
BU - CIS - 02	Bus Onboard Passenger Information System	■					\$1,000	\$1,000
BU - CIS - 03	Transit Signal Priority	■	■	■			\$1,540	\$1,540
BU - CIS - 04	Comm TransitMaster Integrated Vehicle Logic Unite Upgrade	■					\$475	\$475
BU - CIS - 06	State of Good Repair Reserve - Intelligent Transportation Systems					■	\$1,076	\$17,136
Total							\$4,091	\$20,151

Bus Onboard Passenger Information System | BU - CIS - 02

Enhance interior displays to inform riders during emergency events or severe weather warnings. Live video feeds will also assist DART staff in locating passengers who may still be onboard buses during an emergency.

Transit Signal Priority | BU - CIS - 03

Transit signal priority (TSP) reduces traffic signal delays to improve on-time performance. Opticom infrared emitters and related equipment will be installed on specific vehicles, and Opticom GPS will be installed on traffic signals along the routes.

Comm TransitMaster Integrated Vehicle Logic Unite Upgrade | BU - CIS - 04

Upgrade Version 1 IVLU on bus fleet to Version 8 (V8) to better support bus operations. This equipment is necessary for the TransitMaster system to function properly because of hardware end-of-life and new capabilities on the V8.

State of Good Repair Reserve - Intelligent Transportation Systems | BU - CIS - 06

SGR reserves for maintaining transit ITS infrastructure.

FARE REVENUE COLLECTION EQUIPMENT

Fare revenue collection equipment investments include replacements in FY 2026 that allow for upgraded units and electronic forms of payment.

**1
Project**

\$14.8M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
BU - FRCE - 01	State of Good Repair Reserve - Farebox Replacement						\$14,836	\$35,989
Total							\$14,836	\$35,989

State of Good Repair Reserve - Farebox Replacement | BU - FRCE - 01

SGR reserves for replacement of farebox collection equipment.

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**

\$39.5M

CIP #	Project Name	2025	2026	2027	2028	2029	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	■					\$1,236	\$1,236
Total							\$39,482	\$39,482

Bus Corridor Improvements | BU - GW - 01
Investment reserves for enhancements to key bus corridors within the DART system. DART and service area 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.

**25
Projects**

\$32.8M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
BU - MB - 01	Bus Facilities Perimeter Fencing	■	■				\$6,397	\$6,397
BU - MB - 02	State of Good Repair Reserve - South Oak Cliff Bus Operations Facility		■	■	■	■	\$5,174	\$18,222
BU - MB - 03	Bus Lifts Replacement - 4127 Elm St.	■	■				\$1,737	\$1,737
BU - MB - 04	State of Good Repair Reserve - East Dallas Bus Operations Facility		■	■	■	■	\$3,240	\$23,698
BU - MB - 05	State of Good Repair Reserve - Northwest Bus Operations Facility		■		■	■	\$3,103	\$14,136
BU - MB - 08	East Dallas Roof Replacement - 4127 Elm St.	■					\$1,829	\$1,829
BU - MB - 09	East Dallas Roof Replacement - 4209 Main St.	■					\$2,221	\$2,221
BU - MB - 10	Replace HVAC Units - Bus Facilities and Pioneer	■	■				\$1,637	\$1,637
BU - MB - 11	Security Enhancements at Entries to Bus Operations Facilities	■					\$361	\$361
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	■					\$650	\$650
BU - MB - 14	South Oak Cliff and Northwest Bus - Liquefied Natural Gas - Underground Storage Tanks Decommissioning	■					\$416	\$416
BU - MB - 18	South Oak Cliff Bus Operations Facility Bus Lift Repower	■					\$250	\$250
BU - MB - 20	East Dallas Jib Crane Replacement - 4209 Main St.	■					\$142	\$142
BU - MB - 22	South Oak Cliff Bus Operations Facility Steam Bay Bus Lift Replacement	■					\$108	\$108
BU - MB - 23	Northwest Bus Operations Facility - Replace Rooftop Exhaust Fans	■					\$36	\$36
BU - MB - 24	Bus Facilities - Install Vibration Detection	■					\$5	\$5
BU - MB - 25	South Oak Cliff Bus Operations Facility Screening Wall	■					\$50	\$50
BU - MB - 27	Northwest Bus Operations Facility - Replace Electrical Room HVAC	■					\$22	\$22
BU - MB - 28	NRV Overhead Door Replacement	■	■				\$260	\$260

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
BU - MB - 29	NRV Chiller Replacement	■					\$614	\$614
BU - MB - 30	South Oak Cliff Bus Operations Facility Rooftop Heaters	■					\$240	\$240
BU - MB - 31	South Oak Cliff Bus Operations Facility Bus Exhaust Rehabilitation	■					\$181	\$181
BU - MB - 32*	Boiler Replacement at 4209 Main Street	■					\$2,027	\$2,027
BU - MB - 33*	Switchboard Replacement at 4127 Elm Street	■					\$1,071	\$1,071
Total							\$32,773	\$77,312

*New FY 2025 capital project

Bus Facilities Perimeter Fencing | BU - MB - 01

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

State of Good Repair Reserve - 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 and bus support mechanics have full access to all lifts in all bays.

State of Good Repair Reserve - East Dallas Bus Operations Facility | BU - MB - 04
SGR reserves for East Dallas BOF maintenance.

State of Good Repair Reserve - Northwest Bus Operations Facility | BU - MB - 05
SGR reserves for NWBOF maintenance.

East Dallas Roof Replacement - 4127 Elm St. | BU - MB - 08

The roof at 4127 Elm St. needs to be replaced because of its age and the repair and maintenance costs associated with

preventing water from leaking into the building.

East Dallas Roof Replacement - 4209 Main St. | BU - MB - 09

The roof at 4209 Main St. needs to be replaced because of its age and the repair and maintenance costs associated with 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 at the end of their useful life and comply with federally mandated refrigerant replacement.

Security Enhancements at Entries to Bus Operations 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 and replace all pumps, motors, gearboxes, brush frames, brush rollers, cylinders, spray bars and arms,

the 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

Remove and decommission LNG-UST equipment at both bus facilities, NWBOF and SOCBOF.

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.

NRV Overhead Door Replacement | BU - MB - 28

Replacement of the 40-year-old overhead bay doors at the NRV maintenance facility. The existing doors are obsolete, and replacement parts are unavailable.

NRV Chiller Replacement | BU - MB - 29

Remove and replace NRV shop chiller due to age and necessary repairs.

Boiler Replacement at 4209 Main Street | BU - MB - 32*

Replace one boiler at 4209 Main Street facility to ensure optimal building performance and energy efficiency.

Switchboard Replacement at 4127 Elm Street | BU - MB - 33*

Replace switchboard at 4127 Elm Street. The switchboard housing had minor corrosion, and several breakers were severely corroded. Replacing severely corroded electrical switchboards and breakers is crucial for ensuring safety and reliability in the electrical system. The switchboard has also exceeded its expected useful life.

PASSENGER STATIONS

Passenger station investments include expanding and improving bus stop amenities to enhance the customer experience and attract new riders to DART.

**11
Projects**

\$100.0M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
BU - PS - 01	Amenity Replacement and Expansion	■	■	■			\$44,819	\$44,819
BU - PS - 02	State of Good Repair Reserve - Bus Passenger Amenities		■	■	■	■	\$4,273	\$35,964
BU - PS - 03	On-Street Passenger Facilities	■					\$3,578	\$3,578
BU - PS - 04	PA Bus Shelter Cleaning Zones	■	■	■			\$2,302	\$2,302
BU - PS - 06	PA Contract Inspectors	■					\$220	\$220
BU - PS - 08	PA - Bus Shelter Purchase	■					\$300	\$300
BU - PS - 09	Phase 1 Parking Improvements for Transit-Oriented Development	■					\$39	\$39
BU - PS - 10*	On-Street Legacy Shelter Replacement	■	■	■	■	■	\$33,333	\$40,000
BU - PS - 11*	Large Shelter Replacement	■	■	■	■		\$9,340	\$9,340
BU - PS - 12*	Mobility Hubs	■	■				\$1,500	\$1,500
BU - PS - 13*	PA/FS Bus Facility Concrete Repairs	■					\$300	\$300
Total							\$100,004	\$138,362

*New FY 2025 capital project

Amenity Replacement and Expansion | BU - PS - 01

Funding to continue 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 Reserve - Passenger Amenities - Bus | BU - PS - 02

SGR reserves to maintain bus service passenger amenities.

On-Street Passenger Facilities | BU - PS - 03

Amenity replacement and expansion will help attract new riders and provide convenience and comfort to current riders. Prior to the installation of an amenity, an amenity pad, curb ramp, and sidewalk will be constructed.

PA Bus Shelter Cleaning Zones | BU - PS - 04

Increase cleanings of bus shelters.

PA - Bus Shelter Purchase | BU - PS - 08

Purchase replacement shelters for damaged and aging shelters across DART service area.

On-Street Legacy Shelter Replacement | BU - PS - 10*

Transition 875 legacy DART on-street bus shelters to a new design over a seven-year period. Annually, 150 shelters will be replaced to ensure consistent functionality and support. The scope includes minor sidewalk and pedestrian network improvements for ADA compliance. The useful life of each on-street transit stop is approximately seven-10 years, and the project ensures a systematic upgrade to maintain service standards.

Large Shelter Replacement | BU - PS - 11*

This project aims to develop a design standard for DART's 17 large format shelters (super stops) operated, replacing aging structures that no longer meet modern design concepts. The initiative includes civil and sidewalk improvements, installation of dedicated electrical connections, and integration of real-

time signage. Elements from mobility hub guidelines will enhance micromobility options across the network, ensuring improved passenger experience and operational efficiency.

Mobility Hubs | BU - PS - 12*

Create a design standard for the 17 large format shelters (super stops) and replace the old structures with new ones. Upgrades will include civil/sidewalk improvements, dedicated electrical connections, real-time signage, and features from mobility hub guidelines to enhance micro mobility options across the network.

PA/FS Bus Facility Concrete Repairs | BU - PS - 13*

Repair concrete drives, curbs, and walkways at various bus facilities throughout service area.

REVENUE VEHICLES

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

**4
Projects**

\$331.1M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
BU - RV - 04	Bus Fleets 43 and 46 Powertrain Rebuilds/Overhauls	■					\$4,053	\$4,053
BU - RV - 06	State of Good Repair Reserve - Bus Capital Maintenance Program					■	\$4,491	\$65,196
BU - RV - 07	New Bus Procurement	■	■	■	■	■	\$318,876	\$382,700
BU - RV - 08*	NABI Bus Repower	■	■				\$3,680	\$3,680
Total							\$331,101	\$455,630

*New FY 2025 capital project

Bus Fleets 43 and 46 Powertrain Rebuilds/Overhauls | 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.

State of Good Repair Reserve - Bus Capital Maintenance Program | BU - RV - 06

SGR reserves for bus capital maintenance program.

New Bus Procurement | BU - RV - 07

DART is procuring 452 40-foot buses and 70 30-foot buses to replace existing older assets. The scope includes customer experience

surveys and other project support services (e.g., onsite inspection, shop tools and equipment, manuals, and training, etc.)

NABI Bus Repower | BU - RV - 08*

Delay in fleet replacement coupled with higher annual mileage accumulation from DARTzoom is necessitating a second repower of a select group of buses for them to reliably remain in service. The project aims to extend the life of the fleet and improve the environmental impact by replacing old powertrains with energy-efficient engines. This project will reduce emissions, enhance fuel efficiency, and lower operational costs while maintaining service reliability.

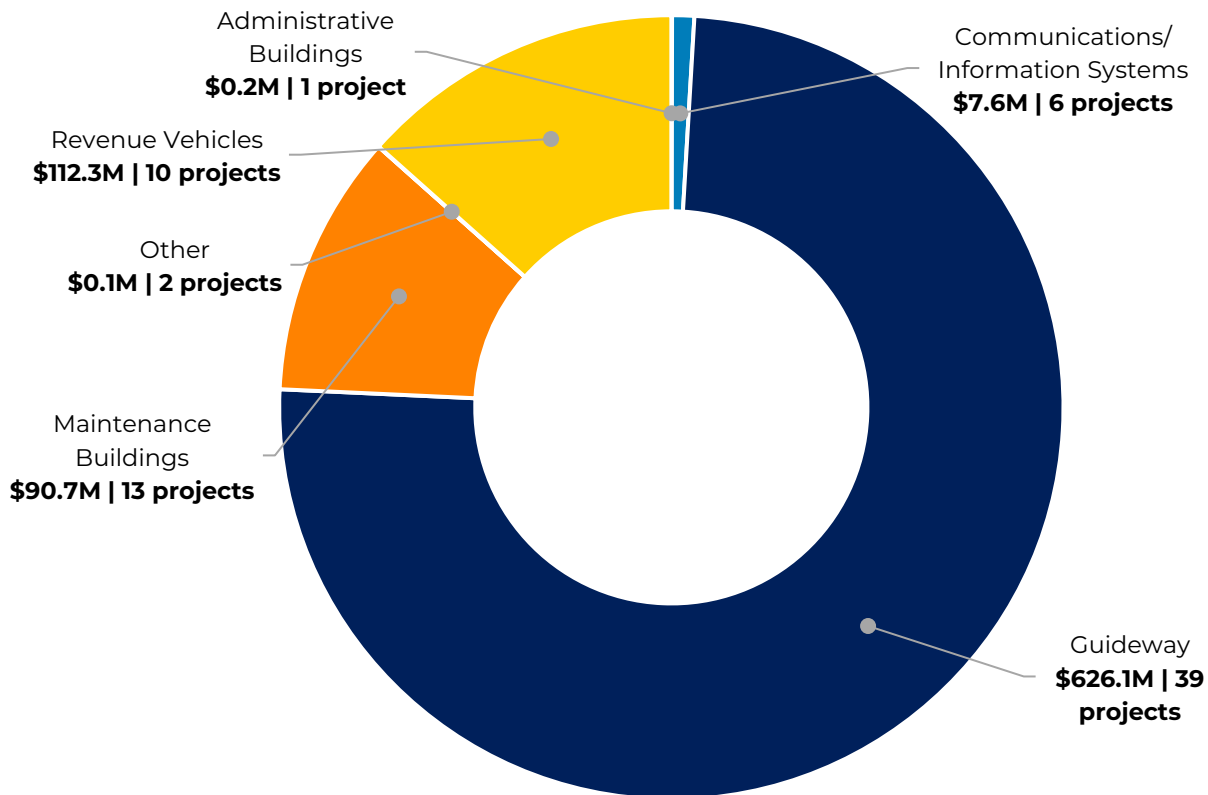
COMMUTER RAIL

Total Investment
\$837.0M

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.

However, the largest investment in this program is the Silver Line, the 26-mile regional rail construction project 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.



COMMUNICATIONS/ INFORMATION SYSTEMS

**6
Projects**

\$7.6M

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.

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
CR - CIS - 01	State of Good Repair Reserve - Intelligent Transportation Systems		■				\$2,652	\$6,217
CR - CIS - 02	State of Good Repair Reserve - Positive Train Control Refurbish/Replacement				■	■	\$2,916	\$42,820
CR - CIS - 03	Upgrade Existing DADs 1191 System	■	■				\$726	\$726
CR - CIS - 05	CB (Silver Line) - Silver Line Kiosks	■					\$240	\$240
CR - CIS - 06	TRE Positive Train Control	■					\$1,000	\$1,000
CR - CIS - 07*	TRE - Train Radios	■					\$88	\$88
Total							\$7,622	\$51,091

*New FY 2025 capital project

State of Good Repair Reserve - Intelligent Transportation Systems | CR - CIS - 01

SGR reserves for ITS maintenance and replacement.

State of Good Repair Reserve - 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.

TRE Positive Train Control | CR - CIS - 06

Capital project to implement Positive Train Control (PTC) on the TRE.

GUIDEWAY

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

**39
Projects**

\$626.1M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
CR - GW - 01	CB (Silver Line) Design Build - CB 1, CB 2, CB 3	■	■				\$192,676	\$192,676
CR - GW - 03	CB (Silver Line) - Cotton Belt Rail Line	■	■				\$201,105	\$201,105
CR - GW - 04	State of Good Repair Reserve - DFW ROW and Signals Maintenance		■	■	■	■	\$45,856	\$202,521
CR - GW - 05	State of Good Repair Reserve - Madill Bridges Replacement		■				\$16,137	\$16,137
CR - GW - 06**	Noble Branch Bridge	■	■	■	■		\$32,184	\$32,184
CR - GW - 08	State of Good Repair Reserve - Madill Right of Way and Signals Maintenance		■	■	■	■	\$4,218	\$36,359
CR - GW - 09	CB (Silver Line) - Dallas Betterments	■					\$4,613	\$4,613
CR - GW - 10	CB (Silver Line) - Coppell Betterments	■					\$2,934	\$2,934
CR - GW - 11	CB (Silver Line) - Richardson Betterments Tax Increment Reinvestment Zone #2, #3	■					\$3,016	\$3,016
CR - GW - 12	CB (Silver Line) - Richardson Interlocal Agreement	■					\$8,100	\$8,100
CR - GW - 13	Trinity Railway Express Wayside Power	■	■				\$2,400	\$2,400
CR - GW - 14	CB (Silver Line) - Carrollton Betterments	■					\$1,460	\$1,460
CR - GW - 19	Riverside and Beach Street Crossing Improvements	■					\$256	\$256
CR - GW - 20	Fencing for Trinity Railway Express/DFW Subdivision in Dallas County	■					\$175	\$175
CR - GW - 25	CB (Silver Line) - Plano Betterments Tax Increment Financing #2, #3	■					\$730	\$730
CR - GW - 26	CB (Silver Line) - Addison Betterments	■					\$511	\$511
CR - GW - 28	TRE Turnout #15 at N. Jct. 1A at M.P. 643.87	■					\$41	\$41
CR - GW - 29	CB (Silver Line) - Coppell Interlocal Agreement	■					\$454	\$454
CR - GW - 34	CB (Silver Line) - Carrollton Interlocal Agreement	■					\$382	\$382
CR - GW - 38	Veloweb Hike & Bike Trail	■					\$3,154	\$3,154
CR - GW - 39	CB - Cotton Belt Regional Trail - Pre-Phase I Construction	■					\$807	\$807

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
CR - GW - 40	CB - Cotton Belt Regional Trail - Phase I Construction	■					\$2,096	\$2,096
CR - GW - 41	CB - Cotton Belt Regional Trail - Phase II Construction	■					\$95,687	\$95,687
CR - GW - 42*	TRE - Track Panel Replacement W to E Richland Hills MP 617.66-618.61. M.L.#2	■					\$2,162	\$2,162
CR - GW - 43*	TRE - Bungalow Replacement - W.C. Junct. MP 634.55	■					\$1,100	\$1,100
CR - GW - 44*	TRE - HD Link Replacement - Nursery/Britain Road	■					\$1,041	\$1,041
CR - GW - 45*	TRE - Spill Containment Installation on All Service Tracks	■					\$640	\$640
CR - GW - 46*	Madill Elm Fork Trinity River Bridge	■					\$218	\$218
CR - GW - 47*	TRE - Bridge Panel Replacement FM157 ML#1 MP 625.8	■					\$433	\$433
CR - GW - 49*	Madill Crossing Replacement at Crosby MP 701.17	■					\$149	\$149
CR - GW - 50*	TRE - Install RailSentry Grade Xing Protection @ Calloway Cemetery Road MP 626.29.	■					\$283	\$283
CR - GW - 51*	TRE - Install RailSentry Grade Xing Protection @ Market Center Blvd. MP 641.66	■					\$283	\$283
CR - GW - 52*	Madill Crossing Replacement at Nursery Rd. MP 711.90	■					\$116	\$116
CR - GW - 53*	TRE - Bridge Lead Paint Encapsulation	■					\$200	\$200
CR - GW - 54*	Dixon Road at Scyene Road Track Removal	■					\$97	\$97
CR - GW - 55*	TRE - Grade Crossing Replacement @ Mosier Valley MP 625.50	■					\$103	\$103
CR - GW - 56*	TRE - #20 TO-W. Tie E. Mockingbird Main MP 639.44	■					\$100	\$100
CR - GW - 57*	TRE - #20 TO-W. Tie WC Junction Mileposts 634.46	■					\$100	\$100
CR - GW - 58*	TRE - Track Panel Replacement @CPT 217 MP 644.15	■					\$50	\$50
	Total						\$626,070	\$814,877

*New FY 2025 capital project

**Additional funding requested in FY 2025

GUIDEWAY

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.

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 Reserve - DFW ROW and Signals Maintenance | CR - GW - 04

SGR reserves for DFW ROW and signals maintenance.

State of Good Repair Reserve - 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.
Additional funding requested in FY 2025.

State of Good Repair Reserve - 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 on the primary diesel engine. Proposed as a cost-neutral comparison when allocated over 10 years of fuel and equipment maintenance.

CB (Silver Line) - Carrollton Betterments | CR - GW - 14

City of Carrollton residential and wall betterments program.

Riverside and Beach Street Crossing Improvements | CR - GW - 19

Crossing improvements at Riverside Dr. and Beach St. to enhance safety and performance.

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.

CB (Silver Line) - Coppell Interlocal Agreement | CR - GW - 29

City of Coppell ILA.

CB (Silver Line) - Carrollton Interlocal Agreement | CR - GW - 34

Provide aesthetic enhancements to the Josey Lane Bridge.

Veloweb Hike & Bike Trail | CR - GW - 38

The project involves design and engineering for a Hike and Bike Trail, including necessary modifications to the final design. Identified by DART in partnership with NCTCOG and seven cities, this trail will parallel the Silver Line Regional Rail Project. The Cotton Belt Regional Veloweb will cater to both recreational and commuter needs.

CB - Cotton Belt Regional Trail - Pre-Phase I Construction | CR - GW - 39

Construction of Downtown Carrollton Station at-grade and the Plano Parkway Bridge.

CB - Cotton Belt Regional Trail - Phase I Construction | CR - GW - 40

Silver Line program costs, including management, planning, soft costs, and insurance. Costs will be allocated to the appropriate project codes based on construction costs at the end of program implementation. Direct costs should be charged to the appropriate segment or other project scope.

CB - Cotton Belt Regional Trail - Phase II Construction | CR - GW - 41

Cotton Belt Regional Trail - Phase II Construction includes construction of bridges at Midway and Jupiter, McKamy and Custer, Synergy/Renner and Spring Creek and at-grade Trail connections between bridges in Addison, Dallas, Plano, and Richardson.

TRE - Track Panel Replacement W to E Richland Hills MP 617.66-618.61. M.L.#2 | CR - GW - 42*

Replace existing track panel with new track panel to upgrade the running rail from 115lb. to 136lb. and existing wood ties with concrete ties.

TRE - Bungalow Replacement - W.C. Junction MP 634.55 | CR - GW - 43*

TRE bungalow replacement at W.C. Junction M.P. 634.55.

TRE - HD Link Replacement - Nursery/Britain Road | CR - GW - 44*

HD link replacement at the Nursery/Britain Road.

TRE - Spill Containment installation on All Service Tracks | CR - GW - 45*

The project addresses potential environmental risks like fuel spills and engine leaks to address safety and environmental priorities.

TRE - Bridge Panel Replacement FM157 ML#1 MP 625.8 | CR - GW - 47*

Replace bridge panels at 157 Overpass on Mainline Track #1.

TRE - Install RailSentry Grade Xing Protection @ Calloway Cemetery Road MP 626.29. | CR - GW - 50*

Install RailSentry at Calloway Cemetery Road Grade crossing Milepost 626.29.

TRE - Install RailSentry Grade Xing Protection @ Market Center Blvd. MP 641.66 | CR - GW - 51*

Install RailSentry Grade crossing Protection at Market Center Blvd.

MAINTENANCE BUILDINGS

Maintenance building investments include improvements, repairs, replacements, and associated equipment at DART's TRE operations and maintenance facility and fuel system replacement.

**13
Projects**

\$90.7M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
CR - MB - 01	CB (Silver Line) - Equipment/Operations Maintenance Facility	■	■				\$66,850	\$66,850
CR - MB - 02	State of Good Repair Reserve - CB (Silver Line) Preventive Maintenance			■	■	■	\$9,306	\$87,420
CR - MB - 03**	Relocate Irving Yard to Lumber Yard/Install Track	■	■	■			\$6,988	\$6,988
CR - MB - 05	Replace TRE Fire Alarm System	■					\$72	\$72
CR - MB - 06	State of Good Repair Reserve - Facility Maintenance		■	■	■		\$984	\$12,337
CR - MB - 08	TRE Equipment Maintenance Facility (EMF) Comm Room	■					\$155	\$155
CR - MB - 10	Upgrade/Replace Fuel System	■	■				\$3,468	\$3,468
CR - MB - 11	Carport Coverings at the EMF	■					\$32	\$32
CR - MB - 12**	Repair Drainage Issue to Address Flooding Incidents at EMF	■					\$2,079	\$2,079
CR - MB - 13	Security at the EMF	■	■				\$412	\$412
CR - MB - 14	TRE EMF Backup Power - Diesel Generator	■	■				\$265	\$265
CR - MB - 15*	TRE - 200 Ton Hydraulic Press	■					\$91	\$91
CR - MB - 16*	TRE - Band Saw	■					\$13	\$13
Total							\$90,714	\$180,181

*New FY 2025 capital project

**Additional funding requested in FY 2025

MAINTENANCE BUILDINGS

CB (Silver Line) - Equipment/Operations Maintenance Facility | CR - MB - 01

Design and construct a new operations and maintenance facility in Plano. 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 Reserve - CB (Silver Line) Preventive Maintenance | CR - MB - 02

SGR reserves for Silver Line preventive maintenance.

Relocate Irving Yard to Lumber Yard/Install Track | CR - MB - 03

Relocation of yard track in lumber yard and Irving office. *Additional funding requested in FY 2025.*

State of Good Repair Reserve - Facility Maintenance | CR - MB - 06

SGR reserves for facility maintenance.

Upgrade/Replace Fuel System | CR - MB - 10

Upgrade or replace the aging TRE fuel system to enhance efficiency and reliability.

Repair Drainage Issue to Address Flooding Incidents at EMF | CR - MB - 12

Improve drainage by replacing the existing natural ditch with a culvert beneath the pavement to address the flooding issues at the equipment maintenance facility (EMF). The current drainage system fails during heavy rain, leading to frequent flooding issues. *Additional funding requested in FY 2025.*

Security at the EMF | CR - MB - 13

Implement a key card system for building access at the EMF, along with perimeter cameras. Currently, both the office building and maintenance shop lack secure access. The previous secured gate access system was removed, leaving the facility vulnerable to unauthorized vehicular and pedestrian traffic. The TRE maintenance staff operates around the clock six days a week, with reduced hours on Sundays. Inadequate yard lighting poses safety risks for train crews and maintenance staff due to poor visibility on the storage tracks, increasing the potential for assault by trespassers or other threats.

TRE EMF Backup Power - Diesel Generator | CR - MB - 14

The capital project involves replacing the backup generator under the O&M contract.

REVENUE VEHICLES

Revenue vehicle investments include replacing TRE vehicles that have exceeded their useful life and funding to overhaul the fleet.

**10
Projects**

\$112.3M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
CR - RV - 01	Trinity Railway Express Vehicle Replacement		■	■			\$59,583	\$59,583
CR - RV - 02	State of Good Repair Reserve - Vehicle Overhaul			■	■	■	\$16,430	\$63,076
CR - RV - 03	CB (Silver Line) - Vehicles	■					\$1,445	\$1,445
CR - RV - 04	Bi-Level & Cab Car Overhauls	■	■				\$12,896	\$12,896
CR - RV - 07	Trinity Railway Express Purchase F40 Capital Spares	■	■				\$617	\$617
CR - RV - 08	Trinity Railway Express Fleet Painting of Remaining Six Vehicles	■	■				\$530	\$530
CR - RV - 09	CB (Silver Line) - Vehicles - Spare Parts	■					\$912	\$912
CR - RV - 10	Locomotive Purchase	■					\$280	\$280
CR - RV - 12	SGR Reserve - Vehicle Replacement Program		■	■	■		\$16,696	\$16,696
CR - RV - 13	Purchase of One Locomotive for TRE Fleet	■					\$2,875	\$2,875
	Total						\$112,263	\$158,910

REVENUE VEHICLES

Trinity Railway Express Vehicle Replacement | CR - RV - 01

Purchase TRE vehicle replacements in coordination with Trinity Metro.

State of Good Repair Reserve - Vehicle Overhaul | CR - RV - 02

SGR reserves for TRE vehicle overhaul.

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 in the System Safety II Program for emergency egress.

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.

SGR Reserve - Vehicle Replacement Program | CR - RV - 12

Phase II vehicle purchase reserve.

Purchase of One Locomotive for TRE Fleet | CR - RV - 13

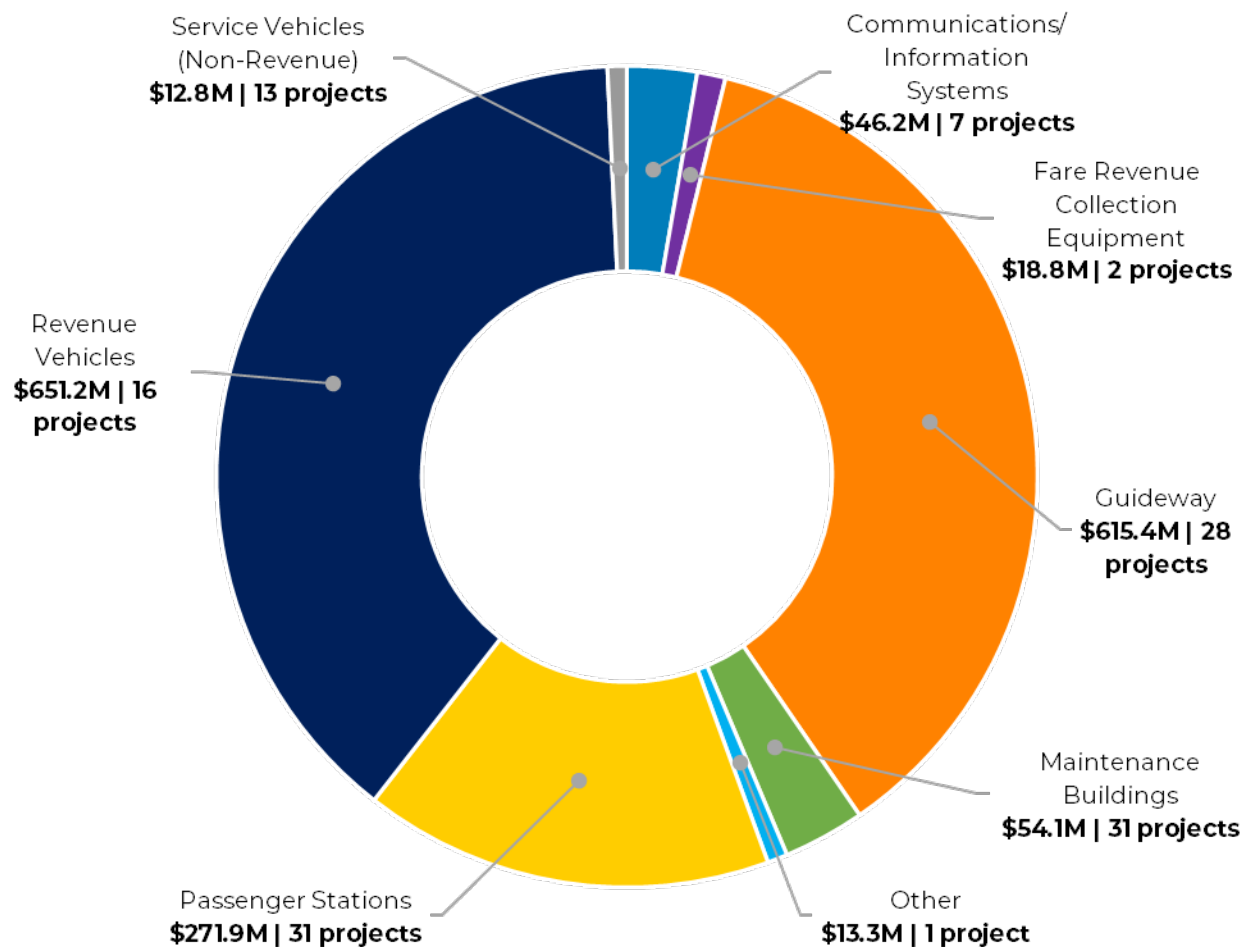
Purchase of one new locomotive for Trinity Railway Express service.

LIGHT RAIL TRANSIT

**Total Investment
\$1.68B**

Light rail transit (LRT) projects optimize the light rail network by modernizing the system, improving operational flexibility, and 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 has 93 miles and 65 stations, operating at 15-minute peak headways and 20- or 30-minute levels during midday and evenings.

Many of the projects in the next pages are part of the larger DART Transform program, intended to modernize the system, elevate the customer experience, and improve operations.



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 various projects that will increase efficiency across the agency.

**7
Projects**

\$46.2M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - CIS - 01	Passenger Information Display System Upgrade	■	■	■	■		\$36,267	\$36,267
LRT - CIS - 02	Fiber Optic Upgrade	■	■				\$3,009	\$3,009
LRT - CIS - 03	SCADA Control System Upgrade	■					\$300	\$300
LRT - CIS - 04	State of Good Repair Reserve - Intelligent Transportation Systems		■	■			\$2,668	\$7,739
LRT - CIS - 05	Signals CMGC - 3 LCP Computer Upgrade	■					\$2,987	\$2,987
LRT - CIS - 06	State of Good Repair Reserve - Communications				■	■	\$698	\$75,418
LRT - CIS - 07	State of Good Repair Reserve - Equipment Replacement - Police		■				\$307	\$721
	Total						\$46,236	\$126,440

COMMUNICATIONS/INFORMATION SYSTEMS

Passenger Information Display System Upgrade | LRT - CIS - 01

Upgrade existing Passenger Information Display System (PIDS) equipment, as it is obsolete and at the end of its useful life.

Fiber Optic Upgrade | LRT - CIS - 02

Install new fiber cables with increased fiber count around DART right-of-way (ROW) to accommodate new projects and technologies. The project will upgrade the 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 supported.

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 reconfigure 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.

FARE REVENUE COLLECTION EQUIPMENT

2
Projects

\$18.8M

These projects support our fare collection and customer interface and include the replacement of our ticket vending machines (TVMs).

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - FRCE - 02	Ticket Vending Machines Replacement	■	■				\$18,800	\$18,800
LRT - FRCE - 03	Ticket Vending Machines Replacement Strategy Study	■					\$19	\$19
Total							\$18,819	\$18,819

Ticket Vending Machines Replacement | LRT - FRCE - 02

Existing TVMs are more than 15 years old and need to be brought up to date with the latest payment technology. Includes procurement of products and services from experienced

and qualified design/build vendor to develop and install 195 TVMs.

Ticket Vending Machines Replacement Strategy Study | LRT - FRCE - 03

Consultation on long-term strategy for TVMs.

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. This also includes critical repair work necessary for a retaining wall on the Green and Orange lines.

**28
Projects**

\$615.4M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - GW - 01	Unified Signal System - Design and Construction	■	■	■	■	■	\$512,284	\$708,459
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		■	■	■	■	\$6,907	\$20,469
LRT - GW - 04	Tunnel Vertical Stand Piping Replacement	■	■				\$3,602	\$3,602
LRT - GW - 05	State of Good Repair Reserve - Right-of-Way and Track				■	■	\$1,167	\$39,986
LRT - GW - 06	Victory Station Crossing Improvements and Trackwork	■	■				\$2,411	\$2,411
LRT - GW - 07	Traction Electrification System - Traction D/C Breaker Retrofit (SS)	■	■				\$3,329	\$3,329
LRT - GW - 08	Traction Electrification System - Starter System Traction Power Sub-Stations Rectifier Replacement	■	■	■			\$3,105	\$3,105
LRT - GW - 10	Centralized Transit Signal Priority	■	■	■			\$1,200	\$1,200
LRT - GW - 12	Signal Section - Crossing Controller	■					\$420	\$420
LRT - GW - 13	Signal Section - House and Case Painting	■					\$605	\$605
LRT - GW - 14	Alcad Control Power Battery System PI Traction Power Sub-Stations	■					\$707	\$707
LRT - GW - 15	State of Good Repair Reserve - Signals		■			■	\$463	\$9,945
LRT - GW - 17	Signal Section - Rowlett - CIH	■					\$360	\$360
LRT - GW - 19	Signal Section - Perry Case	■					\$170	\$170
LRT - GW - 21**	Mockingbird Depression Retaining Wall Design and Construction	■	■	■	■	■	\$55,808	\$55,808
LRT - GW - 22	Signal Section - Signals LEDs	■					\$355	\$355
LRT - GW - 23	Elevator Camera Installation	■					\$37	\$37
LRT - GW - 24	Traction Electrification System - 13.2KV High Voltage Switchgear Study	■	■	■			\$92	\$92

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - GW - 25	TES - TPSS Structural, Civil, and Safety Enhancement	■					\$195	\$195
LRT - GW - 26	TRK Hwy Grade Crossing Rubber Panel Replacement (SS)	■					\$313	\$313
LRT - GW - 27*	Light Rail Bridge Repair	■	■				\$6,315	\$6,315
LRT - GW - 28*	Southbound Tunnel Repairs	■					\$1,037	\$1,037
LRT - GW - 30*	PA/FS Wayside HVAC Replacement	■	■				\$400	\$400
LRT - GW - 31*	Central Business District Trackway Pavement Evaluation	■					\$350	\$350
LRT - GW - 32*	Signals - Tama Power Cable	■					\$200	\$200
LRT - GW - 33*	Signals - Railroad Battery Recycle	■	■	■	■		\$117	\$117
LRT - GW - 34*	Sidewalk Replacement - 2644 Ross Avenue	■					\$32	\$32
Total							\$615,421	\$891,519

*New FY 2025 capital project

**Additional funding requested in FY 2025

Unified Signal System - Design and Construction | LRT - GW - 01

Cab signals/automatic train protection like the signal system installed on the Orange and Green lines.

State of Good Repair Reserve - Uninterrupted Wayside Signal Power Systems | LRT - GW - 02

State of good repair reserves for uninterrupted wayside signal power systems maintenance.

State of Good Repair Reserve - Traction Electrification System | LRT - GW - 03

State of good repair reserves for Traction Electrification System (TES) maintenance replacement.

Tunnel Vertical Stand Piping Replacement | LRT - GW - 04

Design to allow 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

State of good repair reserves for right of way 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 adding 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 D/C 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 D/C 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 D/C switchgear line up of the existing Powell-designed TPSS.

Centralized Transit Signal Priority | LRT - GW - 10

A five-year pilot to 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 be added to the City of Dallas traffic management system. DART will partner with Dallas to purchase, provide data plan, and maintain the software.

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

Professional painting contract to get a better, longer-lasting paint job and allow signal maintainers to keep conducting preventive maintenance and emergency calls. Houses that are irreparably rusted will have a new metal skin applied. This will require a second contractor that specializes in the repair of railroad signal houses.

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

State of good repair reserves for signals maintenance and replacement.

Signal Section - Rowlett - CIH | LRT - GW - 17

Purchase racks and hardware to build six new racks to be installed in the house. Purchase all new electronic equipment and new wire and terminations to replace questionable parts and ensure reliable wiring throughout the house.

Mockingbird Depression Retaining Wall Design and Construction | LRT - GW - 21

A third-party contractor will conduct a detailed investigation of the retaining wall near station 314.00 of the Mockingbird Depression to determine the cause of structural deformation and propose solutions to safely maintain light rail service. The contractor will develop a report outlining the cause, proposed solutions—including at least one alternative—and provide a rough estimate of costs. Regular quarterly monitoring of the location will be implemented. *Additional funding requested in FY 2025.*

Signal Section - Signals LEDs | LRT - GW - 22

Replacement of all signal lamps with LED array using DART Signal personnel. Replacing incandescent lights with LEDs will give LRT operators greater visibility of signals.

TRK Hwy Grade Crossing Rubber Panel Replacement (SS) | LRT - GW - 26

Replacement of 500 feet of custom-designed rubber highway-grade crossing panels on the starter system at Morrell, Beckley, and 8th St. The panels have exceeded their useful life cycle, and this crossing system is obsolete.

Light Rail Bridge Repair | LRT - GW - 27*

DART's FY23 annual bridge inspection has identified bridges along NC-2, NC-3, NC-4, NC-5, G-1, G-2, G-3, R-1, and OC-2 that have piers and abutment cracks/spalls, failing expansion joints, curbs, and the need to repaint handrails. This request is to have a contractor perform the repairs described below bridge locations.

Southbound Tunnel Repairs | LRT - GW - 28*

This project covers shotcrete and cast-in-place liner repairs for Tunnel Track 2, including labor, equipment, materials, demolition, and incidentals.

PA/FS Wayside HVAC Replacement | LRT - GW - 30*

Repair of HVAC for wayside facilities, including condition base repair/replacement of site HVAC systems that vary by facility and removing systems requiring R22 refrigerant. Aging equipment is susceptible to failure, causing damage to sensitive equipment that increases the potential for train delays and inordinate repairs. Per EPA regulations, R22 refrigerant is illegal as of January 1, 2020, and can no longer be manufactured or imported into the U.S.

Central Business District Trackway Pavement Evaluation | LRT - GW - 31*

DART seeks consultant to assess and establish repair limits for the Central Business District trackway pavement and street crossings. The consultant will investigate pavement failures, review as-builts, and deliver a report with maintenance recommendations, including exhibits and typical repair sections for DART's implementation.

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.

**31
Projects**

\$54.1M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - MB - 02	Central Rail Operations Facility and Northwest Rail Operations Facility Upgrades	■	■	■	■	■	\$31,779	\$31,779
LRT - MB - 03	Light Rail Transit HVAC Upgrade Project	■					\$1,500	\$1,500
LRT - MB - 04	Water/Corrosion Control Testing and Repairs	■	■	■	■		\$2,125	\$2,125
LRT - MB - 05	Northwest Rail Operations Facility S&I and WSA Facilities Roof Replacement	■					\$2,398	\$2,398
LRT - MB - 06	State of Good Repair Reserve - Central Rail Operations Facility		■	■	■	■	\$741	\$13,084
LRT - MB - 07	Central Rail Operations Facility S&I Shop Ceiling Airflow Rooftop Units	■					\$505	\$505
LRT - MB - 08	Light Rail Transit WSA/Annex Building Roof Rehab	■					\$1,483	\$1,483
LRT - MB - 09	State of Good Repair Reserve - Northwest Rail Operations Facility		■	■	■	■	\$564	\$6,093
LRT - MB - 10	PA Elevator Controller Upgrades	■					\$50	\$50
LRT - MB - 11	State of Good Repair Reserve - Chilled Water System and HVAC			■			\$504	\$1,181
LRT - MB - 13**	Central Rail Operations Facility Backup Generators	■					\$963	\$963
LRT - MB - 14	Northwest Rail Operations Facility Wheel Truing Machine Control System Upgrade	■					\$311	\$311
LRT - MB - 15	PA Remote Monitor Upgrade	■					\$250	\$250
LRT - MB - 16	Central Rail Operations Facility WSA Building HVAC Rehab	■					\$155	\$155
LRT - MB - 17	Central Rail Operations Facility Fire Main Indicator Repair	■					\$120	\$120
LRT - MB - 20	Cable Reel Stand	■					\$61	\$61
LRT - MB - 23	Replace Signal Generator	■					\$1	\$1
LRT - MB - 25	CROF WSA & S&I Roof Repair	■					\$205	\$205

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - MB - 26	LRV S&I Maintenance Building Roof Rehab.	■					\$1,682	\$1,682
LRT - MB - 27	Northwest Rail Operations Facility HVAC R-22 Units Replacement	■					\$450	\$450
LRT - MB - 28	Light Rail Vehicle Paint Booth Upgrades	■					\$263	\$263
LRT - MB - 29	Replace Simplex Fire Monitoring System at CROF	■					\$452	\$452
LRT - MB - 30	Modify Rail Wash Bay Equipment at Central Rail Operations Facility	■					\$751	\$751
LRT - MB - 31	TES Phase 2 Motorized OCS Switches	■	■				\$383	\$383
LRT - MB - 32*	Replacement of Two Chillers at CROF	■					\$1,149	\$1,149
LRT - MB - 33*	Two CROF Generators (125 kW and 135 kW)	■					\$660	\$660
LRT - MB - 35*	CROF Wheel Truing Replacement	■	■				\$1,500	\$1,500
LRT - MB - 36*	Rail Wheel Press Machine	■	■				\$2,671	\$2,671
LRT - MB - 37*	PA/FS Rowlett Shop Repair	■	■				\$250	\$250
LRT - MB - 38*	Repair of the CROF High Mast Pole	■					\$35	\$35
LRT - MB - 39*	Concrete Replacement at Central Rail Operations Facility	■					\$140	\$140
Total							\$54,101	\$72,650

*New FY 2025 capital project

**Additional funding requested in FY 2025

Central Rail Operations Facility and Northwest Rail Operations Facility Upgrades | LRT - MB - 02

Facility upgrades to maintain new level boarding light rail vehicles. 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 to be evaluated to align with 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 Operations Facility S&I and WSA Facilities Roof Replacement | LRT - MB - 05

There are several leaks on the roofs 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

State of good repair reserves for Central Rail Operations Facility (CROF) maintenance.

Central Rail Operations Facility S&I Shop Ceiling Airflow Rooftop Units | LRT - MB - 07

The purpose of this project is to for the replacement five REZNOR rooftop makeup air/heating units and at the South Oak Cliff Bus Operations Facility (SOCBOF) Maintenance Shop located at 3422 E. Kiest Boulevard.

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.

State of Good Repair Reserve - Chilled Water System and HVAC | LRT - MB - 11

State of good repair reserves for chilled water system and HVAC.

Central Rail Operations Facility Backup Generators | LRT - MB - 13

Remove and replace 4 750k aged backup generators to provide more dependable backup power. *Additional funding requested in FY 2025.*

Northwest Rail Operations Facility Wheel Truing Machine Control System Upgrade | LRT - MB - 14

Upgrade the controls for the wheel truing machine at the Northwest Rail Operations Facility. The current control system is no longer supported by Siemens.

PA Remote Monitor Upgrade | LRT - MB - 15

Upgrades to the remote monitoring systems to provide real-time status of the lift equipment.

LRV S&I Maintenance Building Roof Rehab. | LRT - MB - 26

Roof rehab with copper standing seam roofing overlay, gutter replacement, and downspout replacement.

Northwest Rail Operations Facility HVAC R-22 Units Replacement | LRT - MB - 27

To replace obsolete R-22 HVAC units with current EPA standards/specifications.

Light Rail Vehicle Paint Booth Upgrades | LRT - MB - 28

Upgrade existing paint booth to single controller and replace obsolete controls at CROF.

Replacing Simplex Fire Monitoring System at CROF | LRT - MB - 29

Replacement of all systems, devices and components connected to Siemens/Simplex equipment at the CROF Campus, including devices placed throughout the existing system in every building and the newest Siemens system located in the MOW/Annex area of the WSA building.

Modify Rail Wash Bay Equipment at Central Rail Operations Facility | LRT - MB - 30

Replacements of components of the Rail Wash Bay Equipment at the Central Rail Operations Facility.

TES Phase 2 Motorized OCS Switches | LRT - MB - 31

Replacement of inoperable OCS switches and addition of lightning protection at the Bryan Hawkins and NWROF locations.

Replacement of Two Chillers at CROF | LRT - MB - 32*

Replacement of two chillers at CROF. The two chillers have exceeded their expected useful life.

Two CROF Generators (125 kW and 135 kW) | LRT - MB - 33*

Replacement of one 125 kW generator and one 135 kW generator at CROF.

CROF Wheel Truing Replacement | LRT - MB - 35*

Replace the obsolete wheel truing machine at the Central Rail Operations Facility. The new

machine will support the maintenance of DART LRV wheels and accommodate future fleet needs.

Rail Wheel Press Machine | LRT - MB - 36*

Purchase one Rail Wheel Press machine to perform axle work on the current and new LRVs and the streetcar. The machine will allow us to remove and install wheel back plates, journal bearings, and disassemble gearboxes in-house. Currently, this type of work is contracted out and has a long lead time.

PA/FS Rowlett Shop Repair | LRT - MB - 37*

This project is to maintain a state of good repair, functionality, and safety for employees using the facility. The HVAC systems no longer function properly, and replacement parts are no longer available for the old units. New units need to be installed. The roof has severe leaks that require repair, causing damage to ceiling panels and computer equipment inside the building. A security gate is needed to ensure that the facility, tools, equipment, and materials at this location are always secure.

OTHER

Investments in this category include property acquisition to support light rail operations.

1
Project

\$13.3M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - OT - 01	Acquisition of Property Located at 725 3rd Ave.	■					\$13,341	\$13,341
Total							\$13,341	\$13,341

Acquisition of Property Located at 725 3rd Ave. | LRT - OT - 01

Purchase of property to replace the site north of CROF, which TxDOT will be acquiring from DART as part of the I-30 project.

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. We will also begin the design and construction of a new Loop 12 Station on the Orange Line.

**31
Projects**

\$271.9M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - PS - 01	Red and Blue Lines Platform Level Boarding	■	■	■	■	■	\$186,701	\$186,701
LRT - PS - 02	Cityplace Escalator Replacement	■	■	■	■		\$29,203	\$29,203
LRT - PS - 05	Mockingbird Escalator Rehab	■	■				\$7,000	\$7,000
LRT - PS - 06	State of Good Repair Reserve - Light Rail Transit Passenger Amenities		■	■	■	■	\$5,048	\$87,126
LRT - PS - 08	Tunnel Fire Alarm System Replacement	■	■				\$3,041	\$3,041
LRT - PS - 09	PA Enhance Rail Station Cleaning	■					\$78	\$78
LRT - PS - 10	PA Systemwide Art Restorations - 5 Years	■	■				\$524	\$524
LRT - PS - 11	Arapaho Platform and Transit Center Rehab	■					\$338	\$338
LRT - PS - 14	Green Line Aluminum Windscreen Replacement	■					\$43	\$43
LRT - PS - 20	Cityplace HVAC Chill Water Pipes Replacement	■					\$150	\$150
LRT - PS - 21	Risk Reduction Transit Program	■					\$258	\$258
LRT - PS - 22	Loop 12 Station Preliminary Design	■					\$247	\$247
LRT - PS - 23	PA Emergency Cityplace Inclinators Replacement	■	■				\$4,621	\$4,621
LRT - PS - 24	Rail Stations Elevator Protective Polycarbonate Installations	■					\$1,750	\$1,750
LRT - PS - 25	Platform Rehab Mockingbird	■					\$200	\$200
LRT - PS - 26	PA Elevator Attendants at Rail Stations	■					\$943	\$943
LRT - PS - 27	PA Facilities Door Crash Bars Installation	■	■				\$456	\$456

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - PS - 28	PA Arapaho Generator Replacement		■				\$114	\$114
LRT - PS - 29	PA Light Rail at Grade Rail Platform Rehab (SGR) Galatyn Park	■					\$152	\$152
LRT - PS - 30	PA Rail Facilities Concrete Replacement	■					\$90	\$90
LRT - PS - 31	Pedestrian Connections at Victory Station	■	■				\$282	\$282
LRT - PS - 32	PA Rail Station Rehab Cityplace/Tunnel	■					\$680	\$680
LRT - PS - 33	LRT Station Elevator Modernization Pilot Program	■	■	■			\$1,760	\$1,760
LRT - PS - 34*	Cityplace Station Rehab	■	■	■			\$3,900	\$3,900
LRT - PS - 35*	Loop 12 Station	■	■	■			\$20,000	\$20,000
LRT - PS - 38*	Fire Standpipe Replacements at Various LRT Stations	■	■	■			\$800	\$800
LRT - PS - 39*	Cockrell Hill and Bernal-Singleton PTLs Camera and Digital Signage Installation	■	■	■			\$1,473	\$1,473
LRT - PS - 40*	DFW Station Concierge Booth	■					\$626	\$626
LRT - PS - 43*	SMU Mockingbird Emergency Generator Quick Connects and Transfer Switches	■					\$225	\$225
LRT - PS - 45*	Green and Orange Line Elevator Modernization	■					\$750	\$750
LRT - PS - 46*	PA/FS Rail Facility Concrete Replacement	■					\$450	\$450
Total							\$271,903	\$353,981

*New FY 2025 capital project

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.

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 to maintain LRT passenger amenities.

Tunnel Fire Alarm System Replacement | LRT - PS - 08

Replace obsolete fire alarm system in Cityplace/Uptown Station.

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.

Risk Reduction Transit Program | LRT - PS - 21

Commit a task under the major On Call Construction Contract in summer of 2024 to determine what can be accomplished at approximately four stations, including removal of existing crossing panels, install additional ballast, install steel picket trackway fence, install warning signage, and raise platform to nominal 16 inches above top of rail to eliminate sloped walkway and 8-inch step.

Loop 12 Station Preliminary Design | LRT - PS - 22

Provide preliminary engineering for the Loop 12 Station on the Orange Line in Irving.

PA Emergency Cityplace Inclinor Replacement | LRT - PS - 23

Replace Cityplace East and West obsolete inclinators.

Rail Stations Elevator Protective Polycarbonate Installations | LRT - PS - 24

Installation of protective polycarbonate into 28 elevators (interior and exterior) at above grade rail stations. The product is a polycarbonate panel that is installed on top of glass, making the glass almost indestructible and to address elevator vandalism. Broken glass is unsightly and contributes to the appearance of an unsafe, unkept station. This objective is to provide clean, clear, non-breakable glass on DART elevators to improve the safety and appearance (cleanliness) at rail stations.

PA Elevator Attendants at Rail Stations | LRT - PS - 26

Extend elevator attendant and additional cleaning services through the base term of the rail station cleaning contract. Elevator attendants ensure the elevators remain safe, clean, and in working order. The additional cleaning crews remove trash from parking lots and platforms and provide other cleaning services as needed at 36 additional stations per day.

PA Facilities Door Crash Bars Installation | LRT - PS - 27

Add a crash bar to turn all DART facilities' exterior doors from a "Fail Safe" environment to "Fail Secure."

Pedestrian Connections at Victory Station | LRT - PS - 31

Paved pathway from Design District to Victory Station to American Airlines Center for pedestrian, bicycle, and shuttle cart; may include underpass and elevator to station. Coordinate design, ROW use, and funding participation with multiple partners that may include but not be limited to City of Dallas, TxDOT, ONCOR, private developers and other third parties. Assume use CPS design; use new construction. Award Construction contract by September 2018. Improve access to station; respond to stakeholders

PA Rail Station Rehab Cityplace/Tunnel | LRT - PS - 32

Base repair/replacement of site assets, including replacement of cross passage doors, fire system repairs and upgrades, chipped and faded paint on windscreens and canopies, damaged seating, and uneven and missing pavers in walkways. Prolonging the life of facilities and equipment will decrease property value depreciation.

LRT Station Elevator Modernization Pilot Program | LRT - PS - 33

Three hydraulic elevators at Downtown Carrollton Green Line Station will be replaced with traction-powered elevators. The plan also

includes funding for a study to analyze vertical circulation at all DART LRT stations with stairs, elevators, escalators, and inclinators to identify passenger travel patterns at elevated stations.

Cityplace Station Rehab | LRT - PS - 34*

Comprehensive renovation, including escalator and inclinator replacement, platform elevation, and aesthetic enhancements to refresh station appearance and functionality. Guided by GPC analysis to complement ongoing improvements and elevate overall design elements.

Loop 12 Station | LRT - PS - 35*

Design and construct an infill station at Loop 12 (former Texas Stadium Site) in the City of Irving on the Orange Line.

Fire Standpipe Replacements at Various LRT Stations | LRT - PS - 38*

This project will include testing and repair or replacement of standpipes at various aerial and at-grade stations as well attached to bridges which is needed to comply with city, state and NFPA fire codes. This does not include Cityplace/Tunnel standpipes as that is a separate project. Standpipes are Fire Life Safety equipment that must be repaired.

Cockrell Hill and Bernal-Singleton PTLs Camera and Digital Signage Installation | LRT - PS - 39*

Install cameras, digital/next bus signs, and trail blazer signs at the Cocker Hill and Bernal-Singleton PTLs.

DFW Station Concierge Booth | LRT - PS - 40*

Design and construct a concierge booth at DFW Station, including electrical and communication connections.

Green and Orange Line Elevator Modernization | LRT - PS - 45*

Replace existing controllers and pumps to speed up elevators and have a maintainable electronic platform for the next 20 years at Walnut Hill/Denton, University of Dallas, Las Colinas, Market Center, and Union stations.

PA/FS Rail Facility Concrete Replacement | LRT - PS - 46*

Replace damaged concrete in a designated driveway area to prevent further deterioration and protect the non-revenue vehicles (NRV) and associated equipment that use the driveway to enter and exit the facility.

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.

**16
Projects**

\$651.2M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - RV - 01	New Light Rail Transit Procurement	■	■	■	■	■	\$530,628	\$1,045,525
LRT - RV - 02	State of Good Repair Reserve - Light Rail Transit Capital Maintenance Program		■	■	■	■	\$23,868	\$105,238
LRT - RV - 03	Light Rail Transit Capital Programs	■	■				\$3,300	\$3,300
LRT - RV - 04	Light Rail Transit Passenger Seat Retrofit	■					\$567	\$567
LRT - RV - 05	Light Rail Transit Digitrol Upgrade	■					\$2,091	\$2,091
LRT - RV - 07	Pantograph Monitoring System	■	■	■			\$3,000	\$3,000
LRT - RV - 08	Light Rail Transit Passenger Interior LED Monitors	■	■	■			\$2,540	\$2,540
LRT - RV - 09	Light Rail Transit Pantograph Camera	■					\$941	\$941
LRT - RV - 11	TRK Plasser American Tamper Replacement #6019	■					\$76	\$76
LRT - RV - 12	State of Good Repair Reserve - Anti-Graffiti Window Film for Light Rail Transit			■			\$504	\$1,181
LRT - RV - 16	Reserve from System Resiliency			■			\$15,368	\$15,368
LRT - RV - 17	System Resiliency	■	■	■	■		\$61,329	\$61,329
LRT - RV - 18*	LRV Journal Bearing and Pantograph Monitoring Sensors	■	■				\$3,152	\$3,152
LRT - RV - 19*	Railyard Management System	■	■				\$2,875	\$2,875
LRT - RV - 20*	LRV Electric Horn Retrofit	■	■	■	■		\$833	\$833
LRT - RV - 21*	CNC Machine for NWROF	■					\$85	\$85
Total							\$651,158	\$1,248,102

*New FY 2025 capital project

REVENUE VEHICLES

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 RFI issuances and responses, reviewing bid proposals, and making recommendations to DART based on Vehicle Technical Specifications 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 3-, 5- 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.

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 inform customers 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.

State Of Good Repair Reserve - Anti-Graffiti Window Film For LRTs | LRT - RV - 12

SGR reserves for anti-graffiti window film on LRTs.

Reserve from System Resiliency | LRT - RV - 16

Reserve to fund modifications to modernization projects.

System Resiliency | LRT - RV - 17

Implement solutions to mitigate severe weather impact on systems and enhance recovery capability. Consultant report for guidance to determine the solutions to be implemented. This program will fund future scope specific projects when they are in DART's Enterprise Application System.

LRV Journal Bearing and Pantograph Monitoring Sensors | LRT - RV - 18*

Purchase of a sensor system to perform real-time monitoring of the journal bearing performance (temperature and vibration) and pantograph of 163 LRVs. The system will help support predictive maintenance to increase reliability and safety of the LRV.

Railyard Management System | LRT - RV - 19*

Install Yard Information Management System that will modernize, digitize, and streamline the tracking of rolling stock equipment inventories and status availability between CROF/NWROF rail fleet shops, station yards, and Parker Road satellite location.

LRV Electric Horn Retrofit | LRT - RV - 20*

Supply DART with an all-in-one electric horn assembly for the replacement of air operated train horns, gongs, and whistles.

SERVICE VEHICLES (NON-REVENUE)

Service vehicle investments include maintenance, replacement, and purchases of equipment and vehicles to support LRT operations.

**13
Projects**

\$12.8M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
LRT - SV - 01	Brandt Truck/Railcar Mover	■	■				\$3,107	\$3,107
LRT - SV - 02	Traction Electrification System - Overhead Catenary Magic System and Wire Stringing Flatcar	■	■				\$5,760	\$5,760
LRT - SV - 03	Hi-Rail Non-Revenue Vehicle Replacement					■	\$1,390	\$13,153
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	■					\$69	\$69
LRT - SV - 08	Signal Section - Trailers	■					\$49	\$49
LRT - SV - 09	Signal Section - Tracks	■					\$435	\$435
LRT - SV - 10	Traction Electrification System - Hi-Rail Crane/Boom Trucks	■					\$476	\$476
LRT - SV - 11	TRK - Hi-Rail Backhoe	■					\$359	\$359
LRT - SV - 12	Rail - Maintenance Training Van	■					\$52	\$52
LRT - SV - 13	Traction Electrification System - Rowlett Service Trucks	■					\$28	\$28
Total							\$12,828	\$24,590

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 the second phase of 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 and 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.

Signal Section - Tracks | LRT - SV - 09

Purchase of one additional signal service truck for general use, one additional signal service truck with hi-rail for general use, one additional signal service truck with hi-rail for SSTM use and one additional rail mechanic's truck with a Stellar 8630 crane.

Track Electrification System - Hi-Rail Crane/Boom Trucks | LRT - SV - 10

Purchase one crane/boom truck to replace the 26-year-old crane/boom truck used to repair the overhead catenary system.

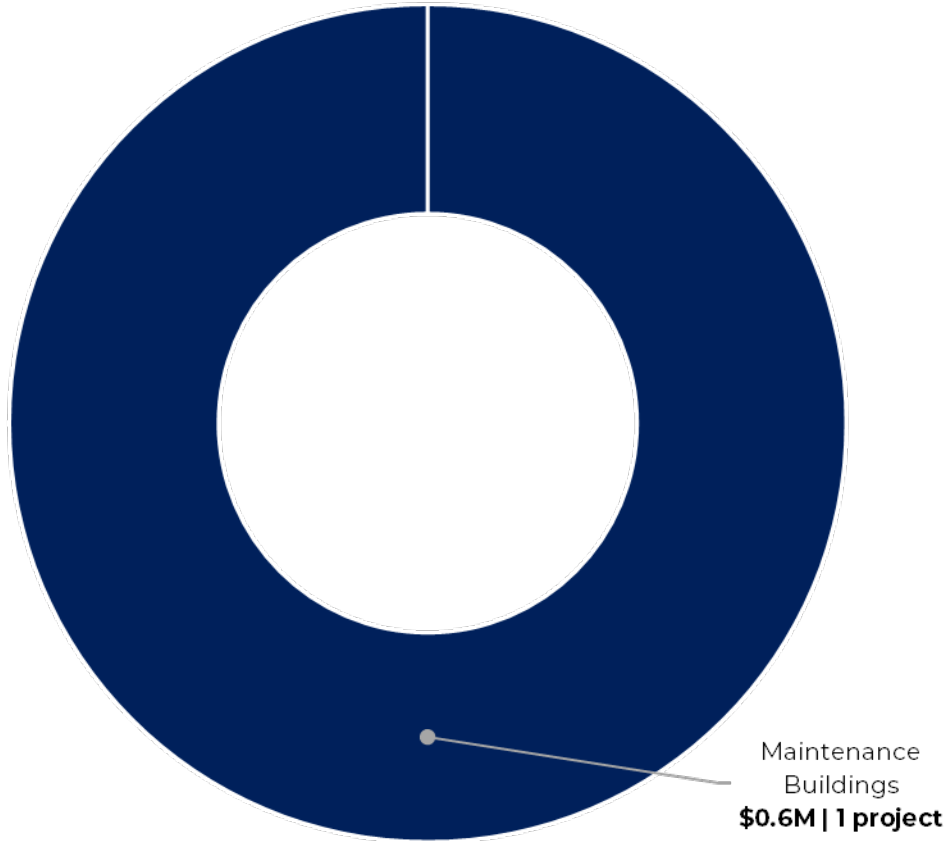
TRK - Hi-Rail Backhoe | LRT - SV - 11

Upgrade existing paint booth at CROF S&I to single controller and replacement of obsolete controls.

PARATRANSIT

Total Investment
\$0.6M

Paratransit projects include maintenance of DART’s paratransit operations facility. DART’s paratransit program provides door-to-door service for people with disabilities who cannot use DART’s fixed-route buses or trains. The shared-ride service operates with a combination of DART and contracted vehicles to serve approximately 11,500 certified riders.



MAINTENANCE BUILDINGS

Maintenance building investments include projects that improve operational efficiencies at various facilities.

1
Project

\$0.6M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
PARA - MB - 01	State of Good Repair Reserve - Paratransit Operations Facility (Senate Street)	■	■		■		\$569	\$4,371
Total							\$569	\$4,371

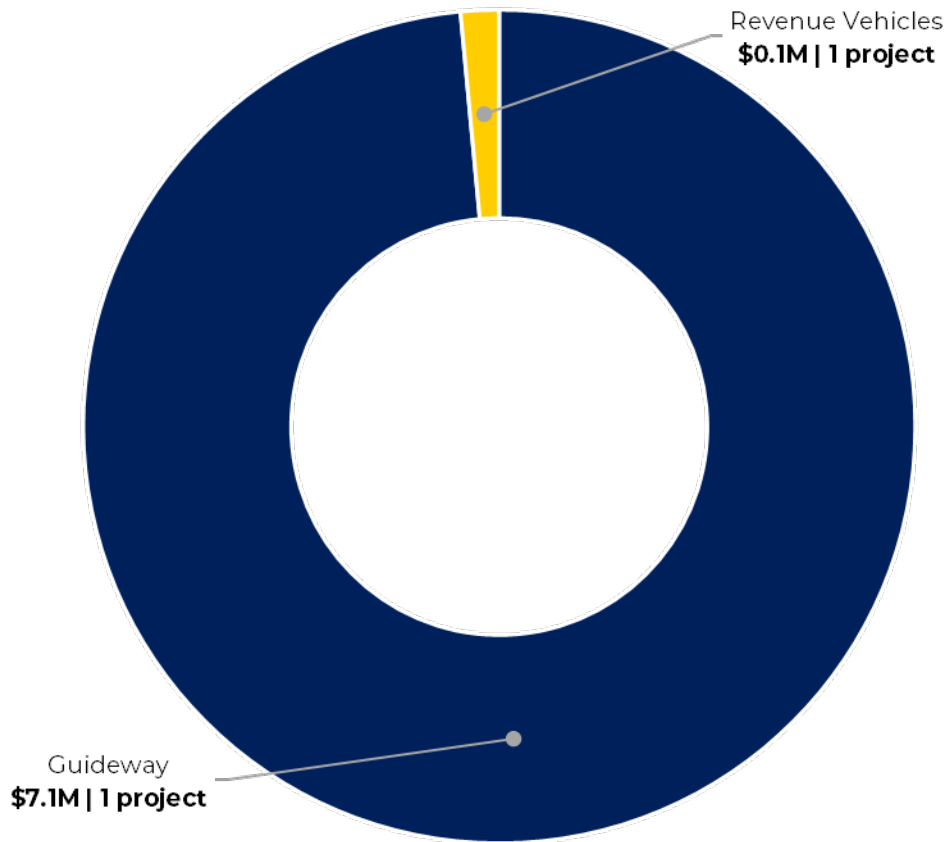
State of Good Repair Reserve - Paratransit Operations Facility (Senate Street) | PARA - MB - 01

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.

STREETCAR

Total Investment
\$7.2M

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.



GUIDEWAY

Guideway investments include the Dallas Streetcar Northern Extension, connecting the line to the Omni Hotel.

**1
Project**

\$7.1M

CIP #	Project Name	2025	2026	2027	2028	2029	5-Year Total (000s)	20-Year Total (000s)
SC - GW - 02	Northern Streetcar Extension	■	■				\$7,110	\$7,110
Total							\$7,110	\$7,110

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.

Five-Year Cash Flows & 20-Year Totals - Agency-Wide (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
AW - AB - 01	ACEA00122	DART Multi-Use Northwest Substation at Walnut Hill/Denton Facility	\$7,500	\$12,226	\$5,861	\$1,988	\$0	\$27,575	\$27,575	\$29,034	
AW - AB - 02	SGR	State of Good Repair Reserve - Administration	2,185	2,251	2,319	2,388	2,460	11,603	58,724	n/a	
AW - AB - 03	Approved	DART Headquarters Design - 1401 Pacific Ave.	6,173	5,000	0	0	0	11,173	11,173	11,173	
AW - AB - 04	SGR	State of Good Repair Reserve - Administration Headquarters	0	820	1,069	272	161	2,322	18,375	n/a	
AW - AB - 06	ACRA00124	Replace Chiller and Base System at Headquarters	1,479	0	0	0	0	1,479	1,479	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 ³	710	0	0	0	0	710	710	710	
AW - AB - 11	SGR	State of Good Repair Reserve - Admin Police Headquarters	0	109	0	99	0	208	2,442	n/a	
AW - AB - 12	ACMA00122	Headquarters Chiller 2 Compressor Rebuild	240	0	0	0	0	240	240	240	
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	ANRA00124	Agency Access Control System	101	0	0	0	0	101	101	101	
AW - AB - 19	ANOA00124	DART Headquarters Building Renovation Project - Pre-Design Services	359	0	0	0	0	359	359	827	
AW - AB - 20	ACRA00322	Replace HQ Trane HVAC Units	100	350	0	0	0	450	450	450	
AW - AB - 21	ACRA00222	Board Governance Software Portal	200	0	0	0	0	200	200	350	
AW - AB - 22	ACRA01017	Data Center NOC Relocation	136	0	0	0	0	136	136	825	
AW - AB - 23	New	1401 Pacific DART HQ Construction	0	5,000	0	0	0	5,000	56,588	n/a	
AW - AB - 24	New	Use of Force Simulator	200	50	0	0	0	250	250	n/a	
AW - AB - 25	New	Distribution Center Climate Control	245	0	0	0	0	245	245	n/a	
AW - CIS - 01	ACRC00324	Agency CCTV Upgrade	9,533	9,533	9,533	0	0	28,600	28,600	29,000	23%
AW - CIS - 02	ACRC00322	P25 Radio System Upgrade	2,428	2,428	623	0	0	5,479	5,479	29,815	
AW - CIS - 03	SGR	State of Good Repair Reserve - Application Technology	0	7,562	1,618	2,687	18,651	30,518	201,503	n/a	
AW - CIS - 04	SGR	State of Good Repair Reserve - Infrastructure Technology	0	4,580	2,814	6,508	2,037	15,938	101,563	n/a	
AW - CIS - 05	SGR	State of Good Repair Reserve - Finance	0	12,368	0	0	0	12,368	65,742	n/a	
AW - CIS - 06	ACRC05017	Consolidated Dispatch Facility	5,000	0	0	0	0	5,000	5,000	22,991	
AW - CIS - 08	ACRC00223	Video Management Systems	1,250	0	0	0	0	1,250	1,250	6,100	68%
AW - CIS - 09	ACRC00224	Time and Attendance System Replacement	2,583	2,279	0	0	0	4,862	4,862	5,162	
AW - CIS - 10	ACRC00124	Upgrade Bus and Rail Vehicle Gateways ³	3,226	2,170	2,374	622	0	8,393	8,393	4,640	
AW - CIS - 11	ACRC00220	LAWSON Enterprise Resource Planning Replacement	2,548	2,548	658	0	0	5,754	5,754	17,052	
AW - CIS - 12	SGR	State of Good Repair Reserve - Communications	0	33	158	16	36	242	8,481	n/a	
AW - CIS - 13	ACRO00121	Desktop and Laptop Replacement	1,200	1,014	0	0	0	2,214	2,214	3,880	
AW - CIS - 14	ACOC00120	Big Data Real Time Prediction and Run Time App	646	645	354	0	0	1,645	1,645	3,750	
AW - CIS - 15	ACRC00123	Enterprise Database Systems - Oracle Database Appliance Replacement Project	646	646	646	0	0	1,937	1,937	3,755	
AW - CIS - 16	ANRC00324	InfoStation Modernization	863	743	0	0	0	1,606	1,606	2,000	
AW - CIS - 17	ACMC00122	Infrastructure Capital Maintenance and State of Good Repair	807	745	0	0	0	1,553	1,553	2,575	
AW - CIS - 18	ACRC14001	Enterprise Asset Management System	2,006	0	0	0	0	2,006	2,006	15,217	
AW - CIS - 21	ACOO00222	DART Access Enhancements	419	0	0	0	0	419	419	2,230	
AW - CIS - 22	ANRC00424	Agency Conference Rooms and Digital Signage Upgrade	848	172	0	0	0	1,019	1,019	1,483	
AW - CIS - 24	SGR	State of Good Repair Reserve - DART Police	0	134	0	753	247	1,135	7,523	n/a	
AW - CIS - 26	ACEC00221	Network Upgrade - Data Center	1,206	794	0	0	0	2,000	2,000	2,411	
AW - CIS - 28	ACRC00422	Data Warehouse Expansion	273	273	69	0	0	614	614	750	
AW - CIS - 29	ACMO00122	FY22 Mobility as a Service Enhancements - GoPass Supporting Technology	847	847	214	0	0	1,908	1,908	2,804	
AW - CIS - 30	LCRA00123	INIT Vehicle Business System Servers Virtualization	864	212	0	0	0	1,075	1,075	1,380	
AW - CIS - 35	ACEC00423	Real Time Reporting	601	0	0	0	0	601	601	900	
AW - CIS - 36	ACMC00222	Agency Wireless Network Upgrade	181	0	0	0	0	181	181	1,066	
AW - CIS - 37	ACEC00421	Enterprise Project Management Improvements	802	0	0	0	0	802	802	1,000	
AW - CIS - 39	SGR	State of Good Repair Reserve - Marketing	0	98	147	147	0	393	3,348	n/a	
AW - CIS - 43	ACRC00222	Enterprise Document Management State of Good Repair	527	0	0	0	0	527	527	1,227	
AW - CIS - 44	ANEC00223	Enterprise External Services Provider Implementation	250	0	0	0	0	250	250	250	
AW - CIS - 46	ANEC00224	Advanced Enterprise Data Warehouse and Predictive Analytics Market Study and POCs	137	108	0	0	0	245	245	245	
AW - CIS - 47	ANRC00224	BI Technologies Market Study and POCs	230	0	0	0	0	230	230	230	
AW - CIS - 49	ACOC00123	National Transit Database Automation	496	0	0	0	0	496	496	650	
AW - CIS - 51	ANEC00124	Integration of Cognos Analytics On Cloud with Planning Analytics	75	0	0	0	0	75	75	150	
AW - CIS - 53	ACRO00523	Firewall Lifecycle Replacement	129	0	0	0	0	129	129	129	
AW - CIS - 58	ACMC00121	BI Enterprise Applications	510	0	0	0	0	510	510	560	
AW - CIS - 60	ACOC00124	Passenger Emergency Call (PEC) Phones	175	0	0	0	0	175	175	850	
AW - CIS - 61	ACRC00323	CRM Implementation	6,000	1,300	0	0	0	7,300	7,300	7,550	
AW - CIS - 62	ACEC00323	Rapid Response Web Tool	262	0	0	0	0	262	262	375	
AW - CIS - 63	ACRC01019	INIT Mobile Forms and Flashback	285	0	0	0	0	285	285	500	
AW - CIS - 64	New	Police RMS/CAD Software	829	416	0	0	0	1,245	1,245	n/a	
AW - CIS - 65	New	Network Switch Power Supply	380	96	0	0	0	476	476	n/a	
AW - FRCE - 01	ACMF00122	GoPass App Enhancements	598	0	0	0	0	598	598	2,306	

Five-Year Cash Flows & 20-Year Totals - Agency-Wide (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
AW - FRCE - 02	New	Fare Roadmap Study/Analysis and RFP Requirements	200	200	0	0	0	400	400	n/a	
AW - MB - 01	ANMO01019	Energy Savings Performance Contract	1,328	0	0	0	0	1,328	1,328	9,500	
AW - MB - 04	ACRM00122	Generator Modification at Bus Facilities	1,000	0	0	0	0	1,000	1,000	2,376	
AW - MB - 05	SGR	State of Good Repair Reserve - Oak Cliff NRV Facility	0	137	158	122	36	452	4,651	n/a	
AW - MB - 06	SGR	State of Good Repair Reserve - Material Management Facility	0	0	34	0	0	34	5,977	n/a	
AW - MB - 07	ACRM14001	PA HVAC/Mech Equip Replacement	530	0	0	0	0	530	530	760	
AW - MB - 08	SGR	State of Good Repair Reserve - Agency-Wide Maintenance Facility	0	0	0	0	0	0	88,483	n/a	
AW - OT - 01	ANOO00124	Transit-Oriented Development and Economic Development	109	0	0	0	0	109	109	524	
AW - OT - 02	ANOO00524	Visual Experience Redesign	401	0	0	0	0	401	401	954	
AW - OT - 03	ACEO00124	Police Body-Worn Camera, In-Car Video, and Tasers	1,579	1,579	1,579	1,579	0	6,315	6,315	7,894	
AW - OT - 04	New	TOD & Economic Development	500	0	0	0	0	500	500	n/a	
AW - OT - 05	New	Key Machine	75	0	0	0	0	75	75	n/a	
AW - OT - 06	New	Third-Party Consultant Support Services	560	0	0	0	0	560	560	n/a	
AW - PS - 01	ANOO00423	Transit Security Officers	8,137	0	0	0	0	8,137	8,137	18,000	
AW - PS - 03	ACEP00124	Carrollton Depot Adaptive Reuse	500	800	0	0	0	1,300	1,300	1,500	
AW - PS - 08	New	Lancaster Corridor Improvements	1,547	1,447	1,447	0	0	4,440	4,440	n/a	90%
AW - SV - 01	SGR	State of Good Repair Reserve - Non-Revenue Vehicle/Equipment Replacement	0	2,186	4,343	3,266	5,136	14,931	74,872	n/a	
AW - SV - 02	ACRN00124	FY 2024 - Non-Revenue Vehicle Replacements	4,618	0	0	0	0	4,618	4,618	6,405	
AW - SV - 03	BCRN00123	FY 2023 - Non-Revenue Vehicle Replacements	1,830	0	0	0	0	1,830	1,830	3,894	
AW - SV - 06	SGR	State of Good Repair Reserve - Police Motorcycles	0	0	277	283	0	560	2,654	n/a	80%
AW - SV - 07	NCRN00123	Motorcycle Replacement - Police	320	0	0	0	0	320	320	320	
Grand Total²			\$95,645	\$83,900	\$36,295	\$20,730	\$28,762	\$265,332	\$870,553	\$275,691	

NOTES:

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2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts

3. Additional funding requested for FY 2025

Five-Year Cash Flows & 20-Year Totals - Bus (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
BU - CIS - 02	BCRR00122	Bus Onboard Passenger Information System	\$1,000	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000	
BU - CIS - 03	BCRC01018	Transit Signal Priority	684	684	173	0	0	1,540	1,540	2,900	
BU - CIS - 04	BCRR00124	Comm TransitMaster Integrated Vehicle Logic Unite Upgrade	475	0	0	0	0	475	475	475	
BU - CIS - 06	SGR	State of Good Repair Reserve - Intelligent Transportation Systems	0	0	0	0	1,076	1,076	17,136	n/a	
BU - FRCE - 01	SGR	State of Good Repair Reserve - Farebox Replacement	0	0	14,836	0	0	14,836	35,989	n/a	
BU - GW - 01	SGR	Bus Corridor Improvements	0	12,748	12,748	12,748	0	38,245	38,245	n/a	
BU - GW - 02	BCPB06001	Bus Rapid Transit Elm and Commerce Bus Lanes Reconstruction	1,236	0	0	0	0	1,236	1,236	1,250	
BU - MB - 01	BCMM00224	Bus Facilities Perimeter Fencing	5,500	897	0	0	0	6,397	6,397	7,692	
BU - MB - 02	SGR	State of Good Repair Reserve - South Oak Cliff Bus Operations Facility	0	4,551	79	46	498	5,174	18,222	n/a	
BU - MB - 03	BCMM11018	Bus Lifts Replacement - 4127 Elm St.	1,387	351	0	0	0	1,737	1,737	6,199	
BU - MB - 04	SGR	State of Good Repair Reserve - East Dallas Bus Operations Facility	0	1,331	483	1,116	309	3,240	23,698	n/a	
BU - MB - 05	SGR	State of Good Repair Reserve - Northwest Bus Operations Facility	0	46	0	3,028	30	3,103	14,136	n/a	
BU - MB - 08	BCRM00324	East Dallas Roof Replacement - 4127 Elm St.	1,829	0	0	0	0	1,829	1,829	1,929	
BU - MB - 09	BCRM00224	East Dallas Roof Replacement - 4209 Main St.	2,221	0	0	0	0	2,221	2,221	2,321	
BU - MB - 10	BCRM00624	Replace HVAC Units - Bus Facilities and Pioneer	1,326	311	0	0	0	1,637	1,637	1,926	
BU - MB - 11	ACOM00123	Security Enhancements at Entries to Bus Operating Facilities	361	0	0	0	0	361	361	2,843	
BU - MB - 12	BNMM00224	South Oak Cliff Bus Operations Facility Bus Wash Repower	1,000	0	0	0	0	1,000	1,000	1,000	
BU - MB - 13	BCRO00124	Compressed Natural Gas Fueling Dispensers Replacement	650	0	0	0	0	650	650	725	
BU - MB - 14	BNRM00124	South Oak Cliff and Northwest Bus - Liquefied Natural Gas - Underground Storage Tanks Decommissioning	416	0	0	0	0	416	416	516	
BU - MB - 18	BNMM00124	South Oak Cliff Bus Operations Facility Bus Lift Repower	250	0	0	0	0	250	250	300	
BU - MB - 20	BCRM00124	East Dallas Jib Crane Replacement - 4209 Main St.	142	0	0	0	0	142	142	292	
BU - MB - 22	BCRM00424	South Oak Cliff Bus Operations Facility Steam Bay Bus Lift Replacement	108	0	0	0	0	108	108	123	
BU - MB - 23	BNRM00224	Northwest Bus Operations Facility - Replace Rooftop Exhaust Fans	36	0	0	0	0	36	36	90	
BU - MB - 24	BCMM00124	Bus Facilities - Install Vibration Detection	5	0	0	0	0	5	5	78	
BU - MB - 25	BNMM00324	South Oak Cliff Bus Operations Facility Screening Wall	50	0	0	0	0	50	50	50	
BU - MB - 27	BCRM00524	Northwest Bus Operations Facility - Replace Electrical Room HVAC	22	0	0	0	0	22	22	22	
BU - MB - 28	BCRM00123	NRV Overhead Door Replacement	50	210	0	0	0	260	260	260	
BU - MB - 29	BCRM00223	NRV Chiller Replacement	614	0	0	0	0	614	614	614	
BU - MB - 30	BCRM00621	South Oak Cliff Bus Operations Facility Rooftop Heaters	240	0	0	0	0	240	240	240	
BU - MB - 31	BCRM00821	South Oak Cliff Bus Operations Facility Bus Exhaust Rehabilitation	181	0	0	0	0	181	181	278	
BU - MB - 32	New	Boiler Replacement at 4209 Main Street	2,027	0	0	0	0	2,027	2,027	n/a	
BU - MB - 33	New	Switchboard Replacement at 4127 Elm Street	1,071	0	0	0	0	1,071	1,071	n/a	
BU - PS - 01	BCOE00123	Amenity Replacement and Expansion	8,777	10,902	25,140	0	0	44,819	44,819	49,499	10%
BU - PS - 02	SGR	State of Good Repair Reserve - Bus Passenger Amenities	0	1,989	225	232	1,827	4,273	35,964	n/a	
BU - PS - 03	BCRP01018	On-Street Passenger Facilities	3,578	0	0	0	0	3,578	3,578	7,199	
BU - PS - 04	BNMP00123	PA Bus Shelter Cleaning Zones	954	954	395	0	0	2,302	2,302	3,918	
BU - PS - 06	BNMO00123	PA Contract Inspectors	220	0	0	0	0	220	220	672	
BU - PS - 08	BCRO00123	PA - Bus Shelter Purchase	300	0	0	0	0	300	300	300	
BU - PS - 09	BCEP00123	Phase 1 Parking Improvements for Transit-Oriented Development	39	0	0	0	0	39	39	100	
BU - PS - 10	New	On-Street Legacy Shelter Replacement	6,667	6,667	6,667	6,667	6,667	33,333	40,000	n/a	
BU - PS - 11	New	Large Shelter Replacement	272	2,716	3,176	3,176	0	9,340	9,340	n/a	
BU - PS - 12	New	Mobility Hubs	1,122	378	0	0	0	1,500	1,500	n/a	
BU - PS - 13	New	PA/FS Bus Facility Concrete Repairs	300	0	0	0	0	300	300	n/a	
BU - RV - 01	SGR	State of Good Repair Reserve - Bus Replacement	0	0	0	0	0	0	699,799	n/a	
BU - RV - 04	BNMR00124	Bus Fleets 43 and 46 Powertrain Rebuilds/Overhauls	4,053	0	0	0	0	4,053	4,053	6,936	
BU - RV - 06	SGR	State of Good Repair Reserve - Bus Capital Maintenance Program	0	0	0	0	4,491	4,491	65,196	n/a	
BU - RV - 07	BCRR00424	New Bus Procurement	63,824	63,824	63,824	63,824	63,580	318,876	382,700	400,000	26%
BU - RV - 08	New	NABI Bus Repower	1,840	1,840	0	0	0	3,680	3,680	n/a	
Grand Total²			\$114,826	\$110,400	\$127,746	\$90,838	\$78,476	\$522,287	\$1,466,725	\$501,746	

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2. Column totals may not match the financial plan because of cashflow adjustments to account for possible project delays and other cost impacts

Five-Year Cash Flows & 20-Year Totals - Commuter Rail (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
CR - AB - 01	New	TRE - Remodel Men's/Women's Locker Rooms	\$243	\$0	\$0	\$0	\$0	\$243	\$243	n/a	50%
CR - CIS - 01	SGR	State of Good Repair Reserve - Intelligent Transportation Systems	0	2,652	0	0	0	2,652	6,217	n/a	50%
CR - CIS - 02	SGR	State of Good Repair Reserve - Positive Train Control Refurbish/Replacement	0	0	0	713	2,203	2,916	42,820	n/a	50%
CR - CIS - 03	CCMR00120	Upgrade Existing DADs 1191 System	605	121	0	0	0	726	726	1,207	50%
CR - CIS - 05	CCEP00120	CB (Silver Line) - Silver Line Kiosks	240	0	0	0	0	240	240	686	
CR - CIS - 06	CCEC10001	TRE Positive Train Control ³	1,000	0	0	0	0	1,000	1,000	34,800	79%
CR - CIS - 07	New	TRE - Train Radios	88	0	0	0	0	88	88	n/a	50%
CR - GW - 01	CCEG00120	CB (Silver Line) Design Build - CB 1, CB 2, CB 3	187,676	5,000	0	0	0	192,676	192,676	1,420,745	10%
CR - GW - 03	CCEG01017	CB (Silver Line) - Cotton Belt Rail Line	140,774	60,332	0	0	0	201,105	201,105	355,254	1%
CR - GW - 04	SGR	State of Good Repair Reserve - DFW ROW and Signals Maintenance	0	14,432	6,610	11,263	13,552	45,856	202,521	n/a	50%
CR - GW - 05	SGR	State of Good Repair Reserve - Madill Bridges Replacement	0	16,137	0	0	0	16,137	16,137	n/a	
CR - GW - 06	CCMG13001	Noble Branch Bridge	5,887	16,841	6,443	3,013	0	32,184	32,184	13,137	53%
CR - GW - 08	SGR	State of Good Repair Reserve - Madill Right of Way and Signals Maintenance	0	650	1,378	1,864	326	4,218	36,359	n/a	
CR - GW - 09	CCEG01820	CB (Silver Line) - Dallas Betterments	4,613	0	0	0	0	4,613	4,613	15,085	
CR - GW - 10	CCEG01920	CB (Silver Line) - Coppell Betterments	2,934	0	0	0	0	2,934	2,934	4,608	
CR - GW - 11	CCEG01320	CB (Silver Line) - Richardson Betterments Tax Increment Reinvestment Zone #2, #3	3,016	0	0	0	0	3,016	3,016	8,294	
CR - GW - 12	CCEG02220	CB (Silver Line) - Richardson Interlocal Agreement	8,100	0	0	0	0	8,100	8,100	26,757	100%
CR - GW - 13	CCER00120	Trinity Railway Express Wayside Power	1,200	1,200	0	0	0	2,400	2,400	2,400	73%
CR - GW - 14	CCEG01720	CB (Silver Line) - Carrollton Betterments	1,460	0	0	0	0	1,460	1,460	7,477	
CR - GW - 19	CCMG00122	Riverside and Beach Street Crossing Improvements	256	0	0	0	0	256	256	1,410	100%
CR - GW - 20	NCMO00123	Fencing for Trinity Railway Express/DFW Subdivision in Dallas County	175	0	0	0	0	175	175	1,005	
CR - GW - 25	CCEG01020	CB (Silver Line) - Plano Betterments Tax Increment Financing #2, #3	730	0	0	0	0	730	730	1,741	
CR - GW - 26	CCEG01620	CB (Silver Line) - Addison Betterments	511	0	0	0	0	511	511	512	
CR - GW - 28	Approved	TRE Turnout #15 at N. Jct. 1A at M.P. 643.87	41	0	0	0	0	41	41	265	
CR - GW - 29	CCEG02020	CB (Silver Line) - Coppell Interlocal Agreement	454	0	0	0	0	454	454	893	96%
CR - GW - 34	CCEG00122	CB (Silver Line) - Carrollton Interlocal Agreement	382	0	0	0	0	382	382	1,273	100%
CR - GW - 38	CCOG01021	Veloweb Hike & Bike Trail	3,154	0	0	0	0	3,154	3,154	18,980	100%
CR - GW - 39	CCOG00123	CB - Cotton Belt Regional Trail - Pre-Phase I Construction	807	0	0	0	0	807	807	7,883	100%
CR - GW - 40	Approved	CB - Cotton Belt Regional Trail - Phase I Construction	2,096	0	0	0	0	2,096	2,096	13,268	100%
CR - GW - 41	Approved	CB - Cotton Belt Regional Trail - Phase II Construction	95,687	0	0	0	0	95,687	95,687	106,319	95%
CR - GW - 42	New	TRE - Track Panel Replacement W to E Richland Hills MP 617.66-618.61. M.L.#2	2,162	0	0	0	0	2,162	2,162	n/a	50%
CR - GW - 43	New	TRE - Bungalow Replacement - W.C. Junct MP 634.55	1,100	0	0	0	0	1,100	1,100	n/a	
CR - GW - 44	New	TRE - HD Link Replacement - Nursery/Britain Road	1,041	0	0	0	0	1,041	1,041	n/a	
CR - GW - 45	New	TRE - Spill Containment Installation on All Service Tracks	640	0	0	0	0	640	640	n/a	
CR - GW - 46	New	Madill Elm Fork Trinity River Bridge	218	0	0	0	0	218	218	n/a	
CR - GW - 47	New	TRE - Bridge Panel Replacement FM157 ML#1 MP 625.8	433	0	0	0	0	433	433	n/a	50%
CR - GW - 49	New	Madill Crossing Replacement at Crosby MP 701.17	149	0	0	0	0	149	149	n/a	
CR - GW - 50	New	TRE - Install RailSentry Grade Xing Protection @ Calloway Cemetery Road MP 626.29.	283	0	0	0	0	283	283	n/a	50%
CR - GW - 51	New	TRE - Install RailSentry Grade Xing Protection @ Market Center Blvd. MP 641.66	283	0	0	0	0	283	283	n/a	50%
CR - GW - 52	New	Madill Crossing Replacement at Nursery Rd. MP 711.90	116	0	0	0	0	116	116	n/a	
CR - GW - 53	New	TRE - Bridge Lead Paint Encapsulation	200	0	0	0	0	200	200	n/a	40%
CR - GW - 54	New	Dixon Road at Scyene Road Track Removal	97	0	0	0	0	97	97	n/a	
CR - GW - 55	New	TRE - Grade Crossing Replacement @ Mosier Valley MP 625.50	103	0	0	0	0	103	103	n/a	50%
CR - GW - 56	New	TRE - #20 TO-W. Tie E. Mockingbird Main MP 639.44	100	0	0	0	0	100	100	n/a	50%
CR - GW - 57	New	TRE - #20 TO-W. Tie WC Junction Mileposts 634.46	100	0	0	0	0	100	100	n/a	50%
CR - GW - 58	New	TRE - Track Panel Replacement @CPT 217 MP 644.15	50	0	0	0	0	50	50	n/a	50%
CR - MB - 01	CCEM01019	CB (Silver Line) - Equipment/Operations Maintenance Facility	43,452	23,397	0	0	0	66,850	66,850	101,881	
CR - MB - 02	SGR	State of Good Repair Reserve - CB (Silver Line) Preventive Maintenance	0	0	106	8,845	355	9,306	87,420	n/a	
CR - MB - 03	Approved	Relocate Irving Yard to Lumber Yard/Install Track ³	1,933	2,797	2,258	0	0	6,988	6,988	5,368	
CR - MB - 05	Approved	Replace TRE Fire Alarm System	72	0	0	0	0	72	72	200	50%
CR - MB - 06	SGR	State of Good Repair Reserve - Facility Maintenance	0	562	11	411	0	984	12,337	n/a	50%
CR - MB - 08	CCEM00123	TRE Equipment Maintenance Facility (EMF) Comm Room	155	0	0	0	0	155	155	245	
CR - MB - 10	CCRO00123	Upgrade/Replace Fuel System	1,985	1,483	0	0	0	3,468	3,468	4,000	75%
CR - MB - 11	CNMM00123	Carport Coverings at the EMF	32	0	0	0	0	32	32	74	50%
CR - MB - 12	CCMO00122	Repair Drainage Issue to Address Flooding Incidents at EMF ³	2,079	0	0	0	0	2,079	2,079	1,172	57%
CR - MB - 13	CCMM00122	Security at the EMF	307	104	0	0	0	412	412	412	50%
CR - MB - 14	CCRM00220	TRE EMF Backup Power - Diesel Generator	205	60	0	0	0	265	265	265	50%
CR - MB - 15	New	TRE - 200 Ton Hydraulic Press	91	0	0	0	0	91	91	n/a	50%
CR - MB - 16	New	TRE - Band Saw	13	0	0	0	0	13	13	n/a	50%
CR - OT - 01	CCMO00224	Repair of DART Real Estate Properties	46	0	0	0	0	46	46	230	
CR - OT - 02	CNMO00123	Repair of DART Real Estate Properties	57	0	0	0	0	57	57	168	
CR - PS - 01	SGR	State of Good Repair Reserve - Trinity Railway Express Passenger Amenities	0	0	0	0	0	0	469	n/a	
CR - RV - 01	CCRR00124	Trinity Railway Express Vehicle Replacement	0	27,442	32,141	0	0	59,583	59,583	73,304	83%
CR - RV - 02	SGR	State of Good Repair Reserve - Vehicle Overhaul	0	0	7,041	4,694	4,694	16,430	63,076	n/a	50%
CR - RV - 03	CCER01019	CB (Silver Line) - Vehicles	1,445	0	0	0	0	1,445	1,445	135,497	
CR - RV - 04	CCMV01017	Bi-Level & Cab Car Overhauls	7,414	5,482	0	0	0	12,896	12,896	27,303	50%

Five-Year Cash Flows & 20-Year Totals - Commuter Rail (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
CR - RV - 07	Approved	Trinity Railway Express Purchase F40 Capital Spares	492	125	0	0	0	617	617	900	50%
CR - RV - 08	Approved	Trinity Railway Express Fleet Painting of Remaining Six Vehicles	354	176	0	0	0	530	530	530	50%
CR - RV - 09	CCER00920	CB (Silver Line) - Vehicles - Spare Parts	912	0	0	0	0	912	912	4,000	
CR - RV - 10	CCRV01015	Locomotive Purchase	280	0	0	0	0	280	280	5,750	90%
CR - RV - 12	SGR	SGR Reserve - Vehicle Replacement Program	0	4,000	6,000	6,696	0	16,696	16,696	n/a	50%
CR - RV - 13	CCER00122	Purchase of One Locomotive for TRE Fleet	2,875	0	0	0	0	2,875	2,875	2,875	90%
Grand Total²			\$533,407	\$182,993	\$61,988	\$37,499	\$21,129	\$837,016	\$1,205,874	\$2,408,172	

NOTES:

1. Activity ID definitions:

- Approved = Approved for FY 2024 or earlier, but not yet started
- New = New for FY 2025
- 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

3. Additional funding requested for FY 2025

Five-Year Cash Flows & 20-Year Totals - Light Rail Transit (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
LRT - CIS - 01	LCRC00122	Passenger Information Display System Upgrade	\$11,460	\$11,460	\$11,460	\$1,888	\$0	\$36,267	\$36,267	\$42,152	
LRT - CIS - 02	LCEC00122	Fiber Optic Upgrade	2,401	607	0	0	0	3,009	3,009	5,050	
LRT - CIS - 03	LCMC00120	SCADA Control System Upgrade	300	0	0	0	0	300	300	7,980	
LRT - CIS - 04	SGR	State of Good Repair Reserve - Intelligent Transportation Systems	0	2,122	546	0	0	2,668	7,739	n/a	
LRT - CIS - 05	LCRC00120	Signals CMGC - 3 LCP Computer Upgrade	2,987	0	0	0	0	2,987	2,987	2,987	
LRT - CIS - 06	SGR	State of Good Repair Reserve - Communications	0	0	0	632	66	698	75,418	n/a	
LRT - CIS - 07	SGR	State of Good Repair Reserve - Equipment Replacement - Police	0	307	0	0	0	307	721	n/a	
LRT - FRCE - 01	SGR	State of Good Repair Reserve - Ticket Vending Machines Model Replacement	0	0	0	0	0	0	38,701	n/a	
LRT - FRCE - 02	LCRF00124	Ticket Vending Machines Replacement	11,656	7,144	0	0	0	18,800	18,800	21,840	45%
LRT - FRCE - 03	LNRF00122	Ticket Vending Machines Replacement Strategy Study	19	0	0	0	0	19	19	200	
LRT - GW - 01	LCRG00124	Unified Signal System - Design and Construction	23,609	51,138	133,979	150,311	153,248	512,284	708,459	710,389	42%
LRT - GW - 02	SGR	State of Good Repair Reserve - Uninterrupted Wayside Signal Power Systems	0	0	13,439	0	0	13,439	31,500	n/a	
LRT - GW - 03	SGR	State of Good Repair Reserve - Traction Electrification System	0	2,607	3,025	137	1,138	6,907	20,469	n/a	
LRT - GW - 04	LNMG00124	Tunnel Vertical Stand Piping Replacement	3,044	558	0	0	0	3,602	3,602	4,945	
LRT - GW - 05	SGR	State of Good Repair Reserve - Right-of-Way and Track	0	0	0	1,135	32	1,167	39,986	n/a	
LRT - GW - 06	LCEP00124	Victory Station Crossing Improvements and Trackwork	1,411	1,000	0	0	0	2,411	2,411	3,290	
LRT - GW - 07	LCRO00121	Traction Electrification System - Traction D/C Breaker Retrofit (SS)	3,110	218	0	0	0	3,329	3,329	3,646	
LRT - GW - 08	LCRG14002	Traction Electrification System - Starter System Traction Power Sub-Stations Rectifier Replacement	1,243	1,243	619	0	0	3,105	3,105	7,300	
LRT - GW - 10	BCOO00123	Centralized Transit Signal Priority	400	400	400	0	0	1,200	1,200	1,865	
LRT - GW - 12	LCMO00123	Signal Section - Crossing Controller	420	0	0	0	0	420	420	1,600	
LRT - GW - 13	LNMO00124	Signal Section - House and Case Painting	605	0	0	0	0	605	605	839	
LRT - GW - 14	LNRO00124	Alcad Control Power Battery System P1 Traction Power Sub-Stations	707	0	0	0	0	707	707	707	
LRT - GW - 15	SGR	State of Good Repair Reserve - Signals	0	367	0	0	96	463	9,945	n/a	
LRT - GW - 17	LNMO00224	Signal Section - Rowlett - CIH	360	0	0	0	0	360	360	360	
LRT - GW - 19	LNMO00324	Signal Section - Perry Case	170	0	0	0	0	170	170	275	
LRT - GW - 21	Approved	Mockingbird Depression Retaining Wall Design and Construction	590	3,594	24,080	24,080	3,463	55,808	55,808	55,808	
LRT - GW - 22	LNMG00224	Signal Section - Signals LEDs	355	0	0	0	0	355	355	440	
LRT - GW - 23	LCEG00124	Elevator Camera Installation	37	0	0	0	0	37	37	248	
LRT - GW - 24	LNRO00122	Traction Electrification System - 13.2KV High Voltage Switchgear Study	43	43	5	0	0	92	92	95	
LRT - GW - 25	LCMG01019	TES - TPSS Structural, Civil, and Safety Enhancement	195	0	0	0	0	195	195	457	
LRT - GW - 26	LCRG01019	TRK Hwy Grade Crossing Rubber Panel Replacement (SS)	313	0	0	0	0	313	313	313	
LRT - GW - 27	New	Light Rail Bridge Repair	4,815	1,500	0	0	0	6,315	6,315	n/a	
LRT - GW - 28	New	Southbound Tunnel Repairs	1,037	0	0	0	0	1,037	1,037	n/a	
LRT - GW - 30	New	PA/FS Wayside HVAC Replacement	200	200	0	0	0	400	400	n/a	
LRT - GW - 31	New	Central Business District Trackway Pavement Evaluation	350	0	0	0	0	350	350	n/a	
LRT - GW - 32	New	Signals - Tama Power Cable	200	0	0	0	0	200	200	n/a	
LRT - GW - 33	New	Signals - Railroad Battery Recycle	29	29	29	29	0	117	117	n/a	
LRT - GW - 34	New	Sidewalk Replacement - 2644 Ross Avenue	32	0	0	0	0	32	32	n/a	
LRT - MB - 02	LCRM00223	Central Rail Operations Facility and Northwest Rail Operations Facility Upgrades	3,331	4,936	9,346	9,511	4,654	31,779	31,779	101,321	
LRT - MB - 03	LCMR02018	Light Rail Transit HVAC Upgrade Project	1,500	0	0	0	0	1,500	1,500	10,255	
LRT - MB - 04	LNOC00124	Water/Corrosion Control Testing and Repairs	531	531	531	531	0	2,125	2,125	2,656	
LRT - MB - 05	LCMM00124	Northwest Rail Operations Facility S&I and WSA Facilities Roof Replacement	2,398	0	0	0	0	2,398	2,398	2,500	
LRT - MB - 06	SGR	State of Good Repair Reserve - Central Rail Operations Facility	0	38	366	284	53	741	13,084	n/a	
LRT - MB - 07	LNRM00124	Central Rail Operations Facility S&I Shop Ceiling Airflow Rooftop Units	505	0	0	0	0	505	505	694	
LRT - MB - 08	LCMM00123	Light Rail Transit WSA/Annex Building Roof Rehab	1,483	0	0	0	0	1,483	1,483	1,683	
LRT - MB - 09	SGR	State of Good Repair Reserve - Northwest Rail Operations Facility	0	131	146	203	84	564	6,093	n/a	
LRT - MB - 10	LCRP00223	PA Elevator Controller Upgrades	50	0	0	0	0	50	50	750	
LRT - MB - 11	SGR	State of Good Repair Reserve - Chilled Water System and HVAC	0	0	504	0	0	504	1,181	n/a	
LRT - MB - 13	LCMM00224	Central Rail Operations Facility Backup Generators ³	963	0	0	0	0	963	963	340	
LRT - MB - 14	LCRM00124	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	250	0	0	0	0	250	250	350	
LRT - MB - 16	LNMM00324	Central Rail Operations Facility WSA Building HVAC Rehab	155	0	0	0	0	155	155	180	
LRT - MB - 17	LNMM00224	Central Rail Operations Facility Fire Main Indicator Repair	120	0	0	0	0	120	120	120	
LRT - MB - 20	LCRO00124	Cable Reel Stand	61	0	0	0	0	61	61	61	
LRT - MB - 23	LCRO00224	Replace Signal Generator	1	0	0	0	0	1	1	10	
LRT - MB - 24	SGR	State of Good Repair Reserve - Emergency Power Upgrade at Central Rail Operations Facility	0	0	0	0	0	0	724	n/a	
LRT - MB - 25	LNMM00424	CROF WSA & S&I Roof Repair	205	0	0	0	0	205	205	230	
LRT - MB - 26	LCMM00223	LRV S&I Maintenance Building Roof Rehab.	1,682	0	0	0	0	1,682	1,682	1,882	
LRT - MB - 27	BCRM00323	Northwest Rail Operations Facility HVAC R-22 Units Replacement	450	0	0	0	0	450	450	450	
LRT - MB - 28	LCRM00123	Light Rail Vehicle Paint Booth Upgrades	263	0	0	0	0	263	263	270	
LRT - MB - 29	LCRM00122	Replace Simplex Fire Monitoring System at CROF	452	0	0	0	0	452	452	755	
LRT - MB - 30	LCOM00122	Modify Rail Wash Bay Equipment at Central Rail Operations Facility	751	0	0	0	0	751	751	752	
LRT - MB - 31	LNMM03015	TES Phase 2 Motorized OCS Switches	235	149	0	0	0	383	383	505	
LRT - MB - 32	New	Replacement of Two Chillers at CROF	1,149	0	0	0	0	1,149	1,149	n/a	

Five-Year Cash Flows & 20-Year Totals - Light Rail Transit (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
LRT - MB - 33	New	Two CROF Generators (125 kW and 135 kW)	660	0	0	0	0	660	660	n/a	
LRT - MB - 35	New	CROF Wheel Truing Replacement	1,500	0	0	0	0	1,500	1,500	n/a	
LRT - MB - 36	New	Rail Wheel Press Machine	2,661	10	0	0	0	2,671	2,671	n/a	
LRT - MB - 37	New	PA/FS Rowlett Shop Repair	125	125	0	0	0	250	250	n/a	
LRT - MB - 38	New	Repair of the CROF High Mast Pole	35	0	0	0	0	35	35	n/a	
LRT - MB - 39	New	Concrete Replacement at Central Rail Operations Facility	140	0	0	0	0	140	140	n/a	
LRT - OT - 01	LCRO00324	Acquisition of Property Located at 725 3rd Ave.	13,341	0	0	0	0	13,341	13,341	18,401	
LRT - PS - 01	LCEP00123	Red and Blue Lines Platform Level Boarding	23,390	35,897	44,854	47,890	34,670	186,701	186,701	594,953	
LRT - PS - 02	LCRP00123	Cityplace Escalator Replacement	9,480	9,480	9,480	763	0	29,203	29,203	34,651	
LRT - PS - 05	LCRP00423	Mockingbird Escalator Rehab	6,000	1,000	0	0	0	7,000	7,000	7,000	
LRT - PS - 06	SGR	State of Good Repair Reserve - Light Rail Transit Passenger Amenities	0	1,464	1,694	893	997	5,048	87,126	n/a	
LRT - PS - 08	LCRO00322	Tunnel Fire Alarm System Replacement	2,427	614	0	0	0	3,041	3,041	4,235	
LRT - PS - 09	LNMP00123	PA Enhance Rail Station Cleaning	78	0	0	0	0	78	78	905	
LRT - PS - 10	LCMP00122	PA Systemwide Art Restorations - 5 Years	262	262	0	0	0	524	524	800	
LRT - PS - 11	LCMP00323	Arapaho Platform and Transit Center Rehab	338	0	0	0	0	338	338	338	
LRT - PS - 14	LCMP00123	Green Line Aluminum Windscreen Replacement	43	0	0	0	0	43	43	350	
LRT - PS - 20	BCMM00223	Cityplace HVAC Chill Water Pipes Replacement	150	0	0	0	0	150	150	150	
LRT - PS - 21	LNMP00124	Risk Reduction Transit Program	258	0	0	0	0	258	258	571	80%
LRT - PS - 22	LCMP00124	Loop 12 Station Preliminary Design	247	0	0	0	0	247	247	615	
LRT - PS - 23	LCRP00124	PA Emergency Cityplace Inclinator Replacement	2,311	2,311	0	0	0	4,621	4,621	5,951	
LRT - PS - 24	LCOP00123	Rail Stations Elevator Protective Polycarbonate Installations	1,750	0	0	0	0	1,750	1,750	1,750	
LRT - PS - 25	ANMP13004	Platform Rehab Mockingbird	200	0	0	0	0	200	200	639	
LRT - PS - 26	LNMP00423	PA Elevator Attendants at Rail Stations	943	0	0	0	0	943	943	2,985	
LRT - PS - 27	LNR00323	PA Facilities Door Crash Bars Installation	228	228	0	0	0	456	456	456	
LRT - PS - 28	LCRP00322	PA Arapaho Generator Replacement	0	114	0	0	0	114	114	114	
LRT - PS - 29	LCMP00522	PA Light Rail at Grade Rail Platform Rehab (SGR) Galatyn Park	152	0	0	0	0	152	152	200	
LRT - PS - 30	LCMP00321	PA Rail Facilities Concrete Replacement	90	0	0	0	0	90	90	338	
LRT - PS - 31	LCMP02018	Pedestrian Connections at Victory Station	211	71	0	0	0	282	282	1,300	
LRT - PS - 32	LNMP01019	PA Rail Station Rehab Cityplace/Tunnel	680	0	0	0	0	680	680	850	
LRT - PS - 33	Approved	LRT Station Elevator Modernization Pilot Program	1,572	168	20	0	0	1,760	1,760	2,250	
LRT - PS - 34	New	Cityplace Station Rehab	161	1,692	2,048	0	0	3,900	3,900	n/a	80%
LRT - PS - 35	New	Loop 12 Station	2,079	14,226	3,695	0	0	20,000	20,000	n/a	
LRT - PS - 38	New	Fire Standpipe Replacements at Various LRT Stations	100	600	100	0	0	800	800	n/a	57%
LRT - PS - 39	New	Cockrell Hill and Bernal-Singleton PTLs Camera and Digital Signage Installation	731	731	11	0	0	1,473	1,473	n/a	
LRT - PS - 40	New	DFW Station Concierge Booth	626	0	0	0	0	626	626	n/a	
LRT - PS - 43	New	SMU Mockingbird Emergency Generator Quick Connects and Transfer Switches	225	0	0	0	0	225	225	n/a	
LRT - PS - 45	New	Green and Orange Line Elevator Modernization	750	0	0	0	0	750	750	n/a	
LRT - PS - 46	New	PA/FS Rail Facility Concrete Replacement	450	0	0	0	0	450	450	n/a	
LRT - RV - 01	LCRR00123	New Light Rail Transit Procurement	3,961	147,500	121,652	128,441	129,074	530,628	1,045,525	1,050,187	
LRT - RV - 02	SGR	State of Good Repair Reserve - Light Rail Transit Capital Maintenance Program	0	12,859	5,853	2,854	2,302	23,868	105,238	n/a	
LRT - RV - 03	LNMR01018	Light Rail Transit Capital Programs	2,200	1,100	0	0	0	3,300	3,300	18,184	
LRT - RV - 04	LCRR00122	Light Rail Transit Passenger Seat Retrofit	567	0	0	0	0	567	567	7,351	
LRT - RV - 05	LNRR00123	Light Rail Transit Digitrol Upgrade	2,091	0	0	0	0	2,091	2,091	3,500	
LRT - RV - 07	LCOO00124	Pantograph Monitoring System	1,000	1,000	1,000	0	0	3,000	3,000	3,000	
LRT - RV - 08	LCER00122	Light Rail Transit Passenger Interior LED Monitors	1,443	847	250	0	0	2,540	2,540	2,799	
LRT - RV - 09	LNMR00123	Light Rail Transit Pantograph Camera	941	0	0	0	0	941	941	1,500	
LRT - RV - 11	LCRN01018	TRK Plasser American Tamper Replacement #6019	76	0	0	0	0	76	76	1,744	
LRT - RV - 12	SGR	State of Good Repair Reserve - Anti-Graffiti Window Film for Light Rail Transit	0	0	504	0	0	504	1,181	n/a	
LRT - RV - 15	SGR	State of Good Repair Reserve - Light Rail Transit Replacement	0	0	0	0	0	0	1,047,193	n/a	
LRT - RV - 16	SGR	Reserve from System Resiliency	0	0	15,368	0	0	15,368	15,368	n/a	
LRT - RV - 17	LCRR00124	System Resiliency	15,332	15,332	15,332	15,332	0	61,329	61,329	67,849	
LRT - RV - 18	New	LRV Journal Bearing and Pantograph Monitoring Sensors	3,140	12	0	0	0	3,152	3,152	n/a	
LRT - RV - 19	New	Railyard Management System	1,438	1,437	0	0	0	2,875	2,875	n/a	
LRT - RV - 20	New	LRV Electric Horn Retrofit	256	257	257	64	0	833	833	n/a	
LRT - RV - 21	New	CNC Machine for NWROF	85	0	0	0	0	85	85	n/a	
LRT - SV - 01	LCON00123	Brandt Truck/Railcar Mover	48	3,058	0	0	0	3,107	3,107	3,970	
LRT - SV - 02	LCMN00323	Traction Electrification System - Overhead Catenary Magic System and Wire-Stringing Flatcar	1,000	4,760	0	0	0	5,760	5,760	5,760	
LRT - SV - 03	SGR	Hi-Rail Non-Revenue Vehicle Replacement	0	0	0	0	1,390	1,390	13,153	n/a	
LRT - SV - 04	LNMM00124	Northwest Rail Operations Facility Vehicle Lift Reconditioning	515	0	0	0	0	515	515	515	
LRT - SV - 05	LCRM00224	Central Rail Operations Facility - Overhead Crane Rehab/Replacement	309	0	0	0	0	309	309	309	
LRT - SV - 06	LCEN00124	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	69	0	0	0	0	69	69	145	
LRT - SV - 08	LCON00323	Signal Section - Trailers	49	0	0	0	0	49	49	150	
LRT - SV - 09	LCON00223	Signal Section - Tracks	435	0	0	0	0	435	435	473	
LRT - SV - 10	LCRO00123	Traction Electrification System - Hi-Rail Crane/Boom Trucks	476	0	0	0	0	476	476	476	

Five-Year Cash Flows & 20-Year Totals - Light Rail Transit (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
LRT - SV - 11	LCMN00223	TRK - Hi-Rail Backhoe	359	0	0	0	0	359	359	359	
LRT - SV - 12	LCON00423	Rail - Maintenance Training Van	52	0	0	0	0	52	52	60	
LRT - SV - 13	LCON00121	Traction Electrification System - Rowlett Service Trucks	28	0	0	0	0	28	28	95	
Grand Total²			\$199,488	\$347,479	\$420,595	\$384,977	\$331,267	\$1,683,806	\$3,836,059	\$2,847,368	

NOTES:

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- 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

3. Additional funding requested for FY 2025

Five-Year Cash Flows & 20-Year Totals - Paratransit (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
PARA - MB - 01	SGR	State of Good Repair Reserve - Paratransit Operations Facility (Senate St.)	\$27	\$33	\$0	\$510	\$0	\$569	\$4,371	n/a	
		Grand Total²	\$27	\$33	\$0	\$510	\$0	\$569	\$4,371	n/a	

NOTES:

1. Activity ID definitions:

- Approved = Approved for FY 2024 or earlier, but not yet started
- New = New for FY 2025
- 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

Five-Year Cash Flows & 20-Year Totals - Streetcar (\$000s)

CIP #	Activity ID ¹	Project Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Year Total	20-Year Total	Approved Budget	Grant/External Funding
SG - GW - 01	SCEG01018	Dallas Central Streetcar Link	\$0	\$0	\$0	\$0	\$0	\$0	\$129,277	n/a	100%
SC - GW - 02	DDOC01014	Northern Streetcar Extension	0	3,500	3,610	0	0	7,110	7,110	7,873	100%
SC - RV - 01	SGR	State of Good Repair Reserve - Vehicle Maintenance Program	0	108	0	0	0	108	1,677	n/a	100%
Grand Total²			0	3,608	3,610	0	0	7,218	138,065	7,873	

NOTES:

1. Activity ID definitions:

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- New = New for FY 2025
- 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 must also make the proposed annual budget available to the governing bodies of DART’s service area cities at least 30 days before final budget adoption.

Process

The Board establishes strategic priorities and approves a set of financial standards that establish parameters for budget development. 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 cost center. Department heads and Finance review these budgets and evaluate 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 (COTW), 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 2025 Calendar

Date	Action/Briefing
April 9	COTW approval of Financial Standards for FY 2025 Annual Budget and 20-Year Financial Plan
April 12	Budget and Finance Committee – FY 2025 financial outlook
April 16	Board approval of Financial Standards for FY 2025 Annual Budget and 20-Year Financial Plan
May 8	Budget and Finance Committee – Amendments to FY 2025 Financial Standards and FY 2025 budget discussion

Date	Action/Briefing
May 14	COTW approval of amendments to FY 2025 Financial Standards
May 20	Budget and Finance Committee – MAIF discussion and FY 2025 capital budget overview
June 11	Board approval of amendments to FY 2025 Financial Standards
June 17	Budget and Finance Committee – FY 2025 operating budget overview
July 16	Present President & CEO’s Proposed FY 2025 Annual Budget and 20-Year Financial Plan to COTW
July 30	Board Mini-Workshop on Proposed FY 2025 Annual Budget and 20-Year Financial Plan
August 13	COTW/Board approval to distribute Proposed FY 2025 Annual Budget and 20-Year Financial Plan to SACs
August 14	Budget and Finance Committee
September 5	Briefing for service area city managers and finance directors
September 10	COTW consideration of FY 2025 Annual Budget and 20-Year Financial Plan
September 24	COTW and Board approval of FY 2025 Annual Budget*

**The Board deferred approval of the 20-Year Financial Plan to a later meeting*

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 state law does not require approval of the financial plan.

Any major change to the 20-Year Financial Plan that occurs outside the normal approval schedule requires an 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 the development of the North Central Texas Council of Governments' Metropolitan Transportation Plan and undergoes a major revision every five to 10 years.

DART also coordinates the TSP 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

On June 11, 2024, the DART Board approved the Point B Strategic Plan to shape the agency and mobility in our service area over the next 10 years. Our strategic vision moves DART from where we are today (Point A) to where we want to go (Point B). In this future, DART transforms from a service that people sometimes use to a valued regional economic and mobility asset that helps cities and people thrive.

Point B is intended to drive DART for the next five to 10 years. During that time, we will continuously review our practices and programs to align our activities with the strategic vision and Board-approved financial and service standards. This may include discontinuing efforts that no longer fall within the plan's scope so we can allocate resources to more high-value and high-impact projects and programs. DART will also aggressively seek new funding sources and grant opportunities to leverage local funds. Advancing initiatives in the Strategic Plan is always subject to final Board approval of the budget and financial plan.

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 that DART prudently manages its financial affairs and establishes appropriate cash reserves. The debt service standards limit the 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 43: 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-D6
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-D6
Cash Reserves	G6, G7, G8
Working Cash Requirement	G7

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 and changes to some of the passes and programs offered by DART. These changes coincided with the implementation of the contactless GoPass tap cards and enhancements to the GoPass mobile app.

Exhibit 44 outlines fare revenue by type based on the approved fare structure.

Exhibit 44: 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
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

Type of Fare	FY 2022 Actuals		FY 2023 Forecast		FY 2024 Budget	
	Units	Revenue	Units	Revenue	Units	Revenue
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 to create 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 late 2024, with implementation in March 2025.

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, emphasizing 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 for fewer 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.

Emergency 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 or operational difficulties as approved by the board. 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. This portfolio's average maturity 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 preserving assets to ensure funding capability. The reserve amount required will vary yearly as new claims offset claim 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.

This fund's lack of liquidity requirements 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 permit a higher level of interim market price volatility than in other DART portfolios.

Senior Lien Debt Service Funds

The long-term bond program requires establishing 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 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 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 establishing 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 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

DART maintains a Mobility Assistance and Innovation Fund (MAIF) to fund initiatives that enhance the quality and affordability of public transportation. This fund needs 20 percent liquidity, so to maximize yield while maintaining a relatively stable market value and the desired liquidity, this portfolio uses a two-tiered investment strategy.

The liquidity needs will be invested evenly, 50 percent in the one- to six-month maturity range and 50 percent in the six- to 12-month range. The remainder of the portfolio will be invested by evenly spacing securities over a two- to five-year maturity range, commonly called 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.

SALES TAX HISTORY

Exhibit 45: 10-Year Total Sales Tax Collections (\$M)

Month	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Oct	\$38.0	\$41.3	\$42.2	\$43.3	\$46.7	\$49.1	\$54.2	\$50.7	\$60.4	67.09
Nov	36.3	38.1	40.4	43.3	46.7	47.7	51.2	49.3	61.9	67.32
Dec	50.2	55.9	57.5	59.7	60.2	64.6	68.7	67.6	77.1	83.24
Jan	35.0	38.4	40.3	43.5	44.9	47.6	52.2	49.3	58.4	64.48
Feb	36.1	37.0	39.8	42.1	42.3	46.2	45.4	42.7	53.5	61.20
Mar	44.5	49.5	51.8	53.7	57.2	55.6	51.3	61.4	73.2	73.28
Apr	39.2	41.8	41.9	42.9	47.5	51.0	41.0	58.1	63.3	65.14
May	36.8	39.6	42.7	47.0	50.9	49.6	45.3	56.1	65.2	70.88
Jun	44.7	50.1	51.9	52.2	54.6	56.7	56.3	65.5	68.5	74.05
Jul	39.7	39.3	42.3	43.6	46.6	46.9	48.3	59.6	64.8	67.12
Aug	40.1	39.8	44.3	45.1	46.5	54.0	46.9	56.0	66.2	67.37
Sep	45.2	47.9	50.0	50.2	51.4	55.4	55.1	65.2	71.3	73.18
Total	\$485.7	\$518.6	\$545.1	\$566.6	\$595.6	\$624.4	\$615.8	\$681.5	\$783.7	834.36

Exhibit 46: Sales Tax Collections from Inception by City (\$M, as of August 2024)

City	FY 1984- FY 2023	FYTD 2024	Total	% of 2024	% of Total
Addison	\$351.7	\$15.2	\$366.9	1.95%	2.33%
Buckingham*	1.4	0.0	1.4	0.00%	0.01%
Carrollton	796.3	43.6	840.0	5.59%	5.34%
Cockrell Hill	7.3	0.6	7.9	0.07%	0.05%
Dallas	7,816.0	387.7	8,203.7	49.65%	52.17%
Farmers Branch	452.6	21.9	474.5	2.81%	3.02%
Garland	726.1	39.6	765.7	5.07%	4.87%
Glenn Heights	10.6	1.1	11.7	0.14%	0.07%
Highland Park	88.5	7.8	96.4	1.00%	0.61%
Irving	1,641.7	95.4	1,737.1	12.22%	11.05%
Plano	1,895.1	105.7	2,000.8	13.54%	12.72%
Richardson	893.0	47.3	940.3	6.06%	5.98%
Rowlett	143.7	8.6	152.4	1.11%	0.97%
University Park	107.6	6.2	113.8	0.79%	0.72%
Coppell & Flower Mound**	3.0	0.0	3.0	0.00%	0.02%
DART Total	\$5,950.7	\$567.2	\$6,517.9	100%	100%

*In 1998, the Town of Buckingham was incorporated into the City of Richardson.

**Coppell and Flower Mound withdrew from DART in 1988.

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.

Calculation = Modal Farebox Revenue / 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 curbside-to-curbside 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.

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 = $\text{Sum for all trips of } (\# \text{ of Revenue Train Miles operated} * \# \text{ of cars in the train})$

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.

$$\text{Calculation} = (\text{Operating Expenses} - \text{Operating Revenues} - \text{Interest Income}) / \text{Sales Tax Revenues}$$

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).

$$\begin{aligned} \text{Calculation (for bus)} &= \text{Scheduled Miles} / \text{Scheduled Hours} \\ \text{Calculation (for rail)} &= \text{Scheduled Train Miles} / \text{Scheduled Train Hours} \end{aligned}$$

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.

$$\text{Calculation} = (\text{Operating Expenses} - \text{Operating Revenues}) / \text{Passenger Boardings}$$

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)	CNG	Compressed Natural Gas
ABS	Absolute Block Signal	COO	Chief Operations Officer
ADA	Americans with Disabilities Act of 1990	CORE	Corridor Optimization & Rider Experience
Ah	Amp Hour	COTW	Committee of the Whole
AI	Artificial Intelligence	CP	Commercial Paper
AIA	American Institute of Architects	CPSL	Commercial Paper Self-Liquidity
APTA	American Public Transportation Association	CPU	Central Processing Unit
ASP	Active Server Pages	CRISI	FRA Consolidated Rail Infrastructure & Safety Improvements
ATU	Amalgamated Transit Union	CRM	Customer Relationship Management
AVL	Automatic Vehicle Locator	CROF	Central Rail Operations Facility
B	Billions (sometimes \$B)	CX	Customer Experience
BAB	Build America Bonds	DART	Dallas Area Rapid Transit
BI	Business Intelligence	DBE	Disadvantaged Business Enterprise
BNSF	Burlington Northern Santa Fe Railroad	D/C	Direct Current
BRT	Bus Rapid Transit	DCTA	Denton County Transportation Authority
BWC	Body-Worn Cameras	DGNO	Dallas, Garland & Northeastern Railroad
CAC	Citizens Advisory Committee	DMU	Diesel Multiple Unit
CB	Cotton Belt (Silver Line)	DVM	Diversity & Vendor Management
CCTV	Closed Circuit Television	EAM	Enterprise Asset Management (Maximo)
CDCC	Consolidated Dispatch & Command Center	EAP	Employee Assistance Program
CDL	Commercial Driver's License	EDM	Enterprise Document Management
CEO	Chief Executive Officer	EEO	Equal Employment Opportunity
CFO	Chief Financial Officer	ELR	Employee & Labor Relations
CIH	Central Instrument House		
CIO	Chief Information Officer		
CIP	Capital Improvement Program		
CMAQ	Congestion Mitigation & Air Quality Improvement		
CMGC	Construction Manager/General Contractor		

EMF	Equipment Maintenance Facility	LOS	Line-of-Sight
EOY	End-of-Year	LRT	Light Rail Transit
EPA	Environmental Protection Agency	LRV	Light Rail Vehicle
EPM	Enterprise Project Management	M	Millions (sometimes \$M)
ERP	Enterprise Resource Planning (Lawson)	MaaS	Mobility as a Service
EV	Electric Vehicle	MAIF	Mobility Assistance & Innovation Fund
FICA	Federal Insurance Contributions Act	MAU	Monthly Active Users
FMLA	Family and Medical Leave Act	MDT	Mobile Data Terminals
FP	Financial Plan	MMS	Mobility Management Services
FRA	Federal Railroad Administration	MOW	Maintenance of Way
FTA	Federal Transit Administration	M.P.	Milepost
FTE	Full-Time Equivalent	MPH	Miles Per Hour
FY	Fiscal Year	MW	Aurigo Masterworks
GAAP	Generally Accepted Accounting Principles	M/WBE	Minority/Women-Owned Business Enterprise
GFOA	Government Finance Officers Association	NAGC	National Association of Government Communicators
GPS	Global Positioning System	NCTCOG	North Central Texas Council of Governments
GRD	Growth & Regional Development	NRV	Non-Revenue Vehicle
HVAC	Heating, Ventilation, & Air-Conditioning System	NTD	National Transit Database
IIJA	Infrastructure Investment & Jobs Act	NTP	Notice to Proceed
ILA	Interlocal Agreement	NWROF	Northwest Rail Operations Facility
IQ	(Richardson) Innovation Quarter	O&M	Operations & Maintenance
ITS	Intelligent Transportation Systems	OCI	Organizational Conflicts of Interest
JROF	Joint Rail Operations Facility	OCS	Overhead Catenary System
KPI	Key Performance Indicator	ODA	Oracle Database Appliance
LEP	Limited English Proficiency	OGC	Office of General Counsel
		O/S	Outstanding
		P&D	(Capital) Planning & Development
		PA	Passenger Amenity(ies)
		PBX	Private Branch Exchange

PIDS	Passenger Information Display System	TAM Plan	Transit Asset Management Plan
PMC	Program Management Consultant	TC	Transit Center
POC	Proof of Concept	TCS	Transit Center Services
POI	Point of Interest	TES	Traction Electrification System
POV	Proof of Value	TIF	Tax Increment Financing
PSP	Professional Services Pool	TIP	Transportation Improvement Program
PSSR	Payment Systems & Statistical Reporting	TIRZ	Tax Increment Reinvestment Zone
PTASP	Public Transportation Agency Safety Plan	TMF	Texas Mobility Fund
PTC	Positive Train Control	TOD	Transit-Oriented Development
Q	Quarter	TOSD	Transit Operations & Service Delivery
RAISE	USDOT Rebuilding American Infrastructure with Sustainability & Equity	TPSS	Traction Power Sub-Station
RAP	Rider Assistance Program	TRE	Trinity Railway Express
RAV	Remote Access Video	TRIP	Transit-Related Improvement Program
RFI	Request for Information	TSM	Transportation System Management
RFP	Request for Proposals	TSO	Transit Security Officer
ROW	Right-of-Way	TSP	Transit Signal Priority OR Transit System Plan
RR	Railroad	TVM	Ticket Vending Machine
RRIF	FRA Railroad Rehabilitation & Improvement Financing	TWC	Train-to-Wayside Communication
RROW	Railroad Right-of-Way	TxDOT	Texas Department of Transportation
RTC	Regional Transportation Council	UNT	University of North Texas
S&I	Service & Inspection	UPS	Uninterruptible Power Supply
SaaS	Software as a Service	USDOT	U.S. Department of Transportation
SGR	State of Good Repair	UST	Underground Storage Tank
SMART	USDOT Strengthening Mobility & Revolutionizing Transportation	UTA	University of Texas at Arlington
SOCBOF	South Oak Cliff Bus Operations Facility	CAPPA	College of Architecture, Planning and Public Affairs
SOP	Standard Operating Procedure		



UTD	University of Texas at Dallas
VBS	Vehicle Business System
VLM	Vertical Lift Module
VMS	Video Management System
VoC	Voice of the Customer
VoIP	Voice Over Internet Protocol
WFC	Workforce Central
WSA	Ways, Structures, & Amenities
YOY	Year-over-Year



RESOLUTION

of the

**DALLAS AREA RAPID TRANSIT BOARD****(Executive Committee)*****RESOLUTION*****Approval of Additional Amendments to the Financial Standards for FY 2025 Budget and 20-Year Financial Plan**

WHEREAS, the Board desires to provide staff with a financial and operating framework for development of the FY 2025 Budget and 20-Year Financial Plan; and

WHEREAS, DART Board Policy II.02, Financial Standards Policy, requires the Board to review and approve the Financial Standards each year as a part of the budget and financial planning process; and

WHEREAS, DART Board Policy II.02, Financial Standards Policy, also states that an affirmative vote of two-thirds of the appointed and qualified members of the Board is required for approval of DART's Financial Standards; and

WHEREAS, on April 16, 2024, the DART Board approved critical changes to four standards (G4, G6, D2, and D4) to conform to new legislation or legal opinions or to protect DART's standing in the credit markets; and

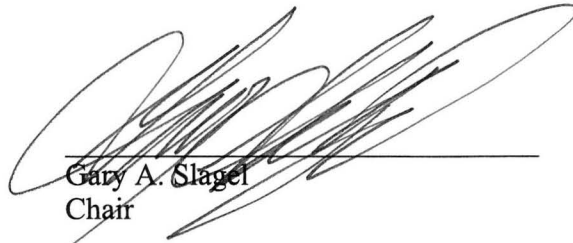
WHEREAS, staff is recommending additional amendments to the standards as shown in Exhibit 1.

NOW, THEREFORE, BE IT RESOLVED by the Dallas Area Rapid Transit Board of Directors that the Financial Standards for the FY 2025 Budget and 20-Year Financial Plan process as shown in Exhibit 1 to this Resolution are approved.

Approval of Additional Amendments to the Financial Standards for FY 2025 Budget and 20-Year Financial Plan



M. Nathan Barbera
Secretary



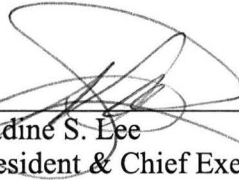
Gary A. Slagel
Chair

APPROVED AS TO FORM:



Gene Gamez
General Counsel

ATTEST



Nadine S. Lee
President & Chief Executive Officer

June 11, 2024
Date

FY 2025 Financial Standards

The Financial Standards are divided into three sections: General, Debt Service, and Business Planning Parameters. The purpose of the general standards is to ensure that DART prudently manages its financial affairs and establishes appropriate cash reserves. The purpose of the debt service standards is to limit the level of debt that may be incurred and to ensure that debt assumptions are based on financial parameters similar to (or more conservative than) those that would be placed on DART by the financial marketplace. 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 developing the following year's budget and the 20-Year Financial Plan and establishing future business targets for management to achieve. Since DART's enabling legislation requires a two-thirds vote on debt and the Financial Plan, approval or amendment of DART's Financial Standards will require an affirmative vote of two-thirds of the appointed and qualified Board members.

FY 2025 Financial Standards – General

- G1. DART's fiscal year-end for financial reporting purposes shall be September 30. At the beginning of the budget and financial planning process each year, the Board should review and approve a set of Financial Standards that can be used by management as a framework for developing the next year's budget and 20-Year Financial Plan. The Board shall approve the budget by September 30 of each fiscal year. The Board may adopt the 20-Year Financial Plan prior to the beginning of the fiscal year. The Annual Budget shall be the first year of the 20-Year Financial Plan.
- G2. Complete and accurate accounting records shall be maintained in accordance with Generally Accepted Accounting Principles as promulgated by the Government Accounting Standards Board. DART's fiscal year-end for financial reporting purposes shall be September 30.
- G3. Management shall invest funds of the authority within the guidelines of the Board's approved Investment Policy and Investment Strategy, and in compliance with applicable federal and state law, including Section 452.102 of the Texas Transportation Code and the Texas Public Funds Investment Act. The Board shall approve the depository bank disbursement officers for the agency.
- G4. An independent accounting firm shall perform an examination of DART's consolidated financial statements (including Single Audit requirements) and DART's retirement plan financial statements on an annual basis. The agency's goal is to receive an unqualified opinion on the financial statements and an opinion that DART is in compliance with federal Single Audit requirements in all material respects.
- G5. DART shall contract with an independent actuary to perform an annual valuation of the Defined Benefit Retirement Plan and Trust and the Other Post-Employment Benefits and Trust. DART shall maintain both plans at 100-percent-funded status, and management shall maintain a discount rate of no more than 6.75 percent.
- G6. Appropriate insurance coverage shall be maintained to mitigate the risk of material loss. For self-insured retentions, a separately funded Master Insurance Reserve shall be maintained in an amount equal to the estimated liability for incurred losses and a reasonable allowance for claims incurred but not filed. An actuarial review of self-insured retentions will be made at least once every three years to ensure adequacy of the Master Insurance Reserve.

- G7. DART shall maintain a working cash requirement at the end of the fiscal year of at least 90 days of operating expenses, plus cash reserves for budgeted capital projects and grants, as projected in the 20-Year Financial Plan. DART shall invest these funds in accordance with the investment strategy for the Operating Fund.
- G8. DART shall maintain an Emergency Reserve of at least \$50 million and no more than 10 percent of the current year's sales tax budget to mitigate emergent financial circumstances such as a natural disaster or an unanticipated shortfall in sales collections of five percent or more. Authorization to spend Emergency Reserve funds requires the affirmative vote of two-thirds of the appointed and qualified members of the Board.
- G9. In order to provide funding for initiatives that enhance the quality and affordability of public transportation, DART will maintain a Mobility Assistance and Innovation Fund. Sources of funding shall include: i) sales tax received in excess of the amount budgeted for the fiscal year after such excess has been used to meet the requirements established for the Financial Reserve; ii) non-operating revenue and non-passenger operating revenue, received in excess of the amount budgeted for the fiscal year, and not already designated for a specific purpose (if actual operating expense net of operating revenue, is less than or equal to budget for the fiscal year just ended), such as real estate sales and leases, station naming rights, and other innovative sources; iii) investment earnings on the Financial Reserve and Mobility Assistance and Innovation Fund balances; and iv) grants and other contributions (including private). The Mobility Assistance and Innovation Fund shall be used for capital or operating projects and initiatives that advance the goals and objectives identified by the agency, as well as mitigation of fare increases. Authorization to spend Reserve funds requires the affirmative vote of two-thirds of the appointed and qualified members of the Board.
- G10. Any funds remaining after compliance with the other Financial Standards shall remain as designated cash for future spending and be available for budgeting in future years in accordance with the Financial Plan and subject to Board approval (per G1).
- G11. 20-Year Financial Plan amendments shall require a two-thirds vote of the number of appointed and qualified Board members. An amendment is necessary when DART's share of the addition of a new capital project or the cumulative modification of an existing capital project is in excess of \$1 million or DART's share of the addition of a new operating program or increase in an existing operating program is in excess of \$500,000.

FY 2025 Financial Standards – Business Planning Parameters

- B1. Sales tax revenue forecasts shall be based on a sales tax model developed specifically for the DART service area by an independent economist. In order to ensure a conservative sales tax estimate, the model's projections may be reduced from the forecasted levels, but not increased for years 2-20 of the 20-Year Financial Plan. The most current year may be based on management's best estimate. All such modifications shall be approved by the Board during the financial planning process.
- B2. Passenger revenue forecasts shall be derived from ridership and average fare forecasts based on the Board's approved fare policy and fare structure. The Board will consider, from time to time, fare modifications to achieve Service Plan, ridership, and subsidy per passenger targets (see B4) and to maintain DART's financial viability.
- B3. The Board shall approve annual fixed route service levels by mode for each of the next five years. Fixed route service levels shall be based on the Five-Year Action Plan prepared by the Planning and Development Department. Cost of service will be developed jointly by Finance and Planning.
- B4. The Board desires to steadily improve service efficiency over time. Subsidy per passenger will continue to be monitored and managed. Management will continue to report the subsidy per passenger in the Quarterly Operating and Financial Performance Report. Items that impact subsidy per passenger will be reported in the Financial Considerations section of Agenda Reports.
- B5. For financial planning purposes, total operating expenses may not increase by more than 90% of the projected rate of inflation for the Dallas area, plus the incremental costs associated with the addition of new services, programs, and/or facilities as approved by the Board, as well as Board-approved contract increases, actuarial analyses, health-care cost increases, and fuel prices. The projected incremental cost impact of new services, programs, and/or facilities shall be presented to the Board for approval as part of the 20-Year Financial Plan assumption process each year.
- B6. As the Board desires to maximize financial resources devoted to the provision of service and minimize administrative costs, the administrative ratio [net administrative costs (administrative costs minus administrative revenues) divided by direct costs] may not increase for two consecutive years and shall not be higher than 12.0%. As such the direct cost ratio (direct costs minus net administrative costs divided by direct costs) shall not be lower than 88%.

Management shall use a consistent methodology for computing net administrative costs and direct costs.

Administrative costs shall include such costs as human capital, legal, marketing and communications, finance and associated technology. Administrative revenues shall include non-passenger revenues such as advertising, concessions, and other system-generated revenue. Direct costs shall include costs incurred in the provision of service such as bus operations, rail operations, mobility management services, police and fare enforcement, planning and development, revenue collection, and customer service.

Management will present the projected costs of the major components of net administrative costs and direct costs to the Board as part of the Budget process each year.

This Financial Standard shall be achieved by maximizing direct costs relative to net administrative

costs.

- B7. General Mobility programs for road improvement programs such as the Local Assistance Program (LAP), Principal Arterial Street System (PASS), Transit Related Improvement Program (TRIP), and Transportation System Management (TSM) and Intelligent Transportation System projects shall be funded according to the terms of the approved interlocal agreements and recorded as non-operating expenses in the 20-Year Financial Plan.
- B8. Capital planning and development costs and start-up costs are the internal staff costs associated with planning, designing, constructing, and opening new capital projects such as the light rail system. Management shall use a consistent methodology for allocating costs between operating and capital planning. Capital planning and development costs shall not exceed 7% of total operating costs. Cumulative start-up costs for a line section shall not exceed 60% of the first-year operating costs of that line section.
- B9. The 20-Year Financial Plan shall include funding for asset replacement and expansion projects. Capital projects in excess of \$1 million shall be approved by the Board. Timely replacement of assets shall be the highest priority to ensure a safe system. Accordingly, the 20-Year Financial Plan shall include replacement reserves by major asset category to ensure adequate future funding. The reserve levels shall be based on an independent assessment of asset condition (to be completed at least once every five years). Expansion projects shall be prioritized based on the project's cost, impact on ridership, return on investment, available funds, and other relevant factors. Capital construction projects shall be increased at annual inflation rates no less than the greater of those: (i) contained in projections developed specifically for DART by an independent economist; or (ii) based on the current available data from construction contract awards. Inflation rates will be reviewed annually and as construction contracts are awarded to determine if the assumptions are reasonable. Non-construction capital projects will be increased at rates no less than general inflation (Consumer Price Index).
- B10. DART receives formula and discretionary federal funding. Formula funding shall be programmed primarily for bus replacement, capital preventive maintenance (if available), state-of-good-repair projects, and passenger facility construction. Formula funding for future years shall be forecast at the current year's funding level or at the minimum levels included in federal authorizations to ensure a conservative forecast. Discretionary funding shall be programmed primarily for major system expansion projects (e.g., LRT or new bus maintenance facilities). Discretionary funding levels shall be estimated by project based on federal criteria and the likelihood of obtaining congressional appropriations and require Board approval during the budget/20-Year Financial Plan process.

FY 2025 Financial Standards – Debt Service

- D1. DART may not enter into a debt or financing arrangement unless the transaction is in full compliance with all applicable provisions of the Texas Transportation Code and other applicable state and federal laws.
- D2. Long-term debt may be included in the 20-Year Financial Plan. Debt shall only be issued for approved capital projects and insurance reserves. Specific debt issuances are not tied to specific projects. Any project included in the budget or 20-Year Financial Plan may be funded from the General Operating Fund or with debt, as needed.
- D3. Sinking funds shall be established to ensure that cash is available to make timely debt service payments on fixed-rate debt issuances that have maturities of one year or less and have periodic semi-annual interest payments. DART shall deposit on a monthly basis a prorated amount sufficient to fund the next principal and interest payment.
- D4. Bond debt service reserve funds, if any, are to be established only when necessary. DART shall satisfy the liquidity requirements sought by bond investors and credit agencies by maintaining a sound, prudent, and reasonable Operating Fund.
- D5. DART shall establish a legal security structure of liens, agreements, pledged revenues, and other covenants which will be sufficient to (1) secure a rating of “A” or better on sales tax securities; (2) a MIG1 or SP1 rating on short-term notes; or (3) secure A1 or P1 rating on other short-term debt, or if necessary, secure a credit enhancement from a financial institution with a rating of “AA” or better.
- D6. Certain debt service coverage ratios are required to access the financial markets. For financial planning purposes, annual sales tax revenues must exceed DART’s current year debt service obligations by a factor of at least two (external coverage ratio). 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 twelve consecutive months of the prior eighteen months, must be sufficient to cover maximum annual debt service (ratio greater than 1.0). However, the DART Board may choose to grant exceptions to this standard in the interest of expediting the completion of the System Plan.





RESOLUTION
of the
DALLAS AREA RAPID TRANSIT BOARD
(Executive Committee) **RESOLUTION**
Approval of Fiscal Year (FY) 2025 Annual Budget

WHEREAS, on April 16, 2024 (Resolution No. 240062), the Board approved the amended Financial Standards (including general, business planning, and debt service Standards) to govern the FY 2025 Annual Budget; and

WHEREAS the FY 2025 Annual Budget meets all Financial Standards; and

WHEREAS staff has briefed the Board on the assumptions used to prepare the FY 2025 Annual Budget; and

WHEREAS staff distributed the proposed FY 2025 Annual Budget to the governing bodies of DART’s service area cities (Resolution No. 240086) at least 30 days before Board approval per Section 452.113(3) of the Texas Transportation Code and Article VI, Section 3 of the Board Bylaws.

NOW, THEREFORE, BE IT RESOLVED by the Dallas Area Rapid Transit Board of Directors that the FY 2025 Annual Budget is approved in the amount of \$1,764,521,636.

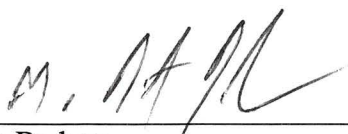
Operating	<u>\$721,101,398</u>
Capital & Non-Operating	<u>821,252,715</u>
Debt Service	<u>222,167,523</u>
Total FY 2025 Annual Budget	<u>\$1,764,521,636</u>

Prepared by: _____
 Jamie Adelman
 EVP & Chief Financial Officer

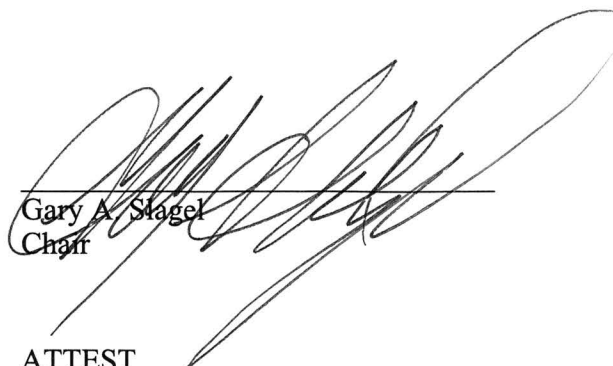
Approved as to form: _____
 Gene Gamez
 General Counsel

Approved by: _____
 Nadine S. Lee
 President & Chief Executive Officer

Approval of FY 2025 Annual Budget



M. Nathan Barbera
Secretary



Gary A. Stigel
Chair

APPROVED AS TO FORM:

ATTEST



Gene Gamez
General Counsel



Nadine S. Lee
President & Chief Executive Officer

September 24, 2024

Date