SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
Headquarters in Oakland, California
800 Madison Street — Oakland, CA 94607 (415) 465-4100
Established in 1957 by the California State Legislature.
Authorized to plan, finance, construct and operate a rapid transit system.
Governed by a Board of Directors elected for four-year terms by voters in nine election districts within the Counties of Alameda, Contra Costa and San Francisco.

TEN YEARS OF SERVICE

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
Headquarters in Oakland, California
800 Madison Street — Oakland, CA 94607 (415) 465-4100

Established in 1957 by the California State Legislature.
Authorized to plan, finance, construct and operate a rapid transit system.
Governed by a Board of Directors elected for four-year terms by voters in nine election districts within the Counties of Alameda, Contra Costa and San Francisco.

BOARD OF DIRECTORS — Fiscal Year 1983
PRESIDENT
Robert S. Allen, Livermore, District #5
VICE-PRESIDENT
John H. Kirkwood, San Francisco, District #9
District #1 - Barclay Simpson, Lafayette
District #2 - Nino Blaneo, El Sobrante
District #3 - Arthur J. Shattuck, Oakland
District #4 - Margaret K. Pryor, Oakland
District #6 - John Glenn, Fremont
District #7 - Wilfred T. Levey, San Francisco
District #8 - Eugene Garfinkle, San Francisco

BOARD-APPOINTED OFFICERS
C.K. Bernard, General Manager
Malcolm M. Barrett, General Counsel
William F. Goetz, Controller/Treasurer
Phillip O. Ormsbee, District Secretary

DEPARTMENT HEADS REPORTING TO THE GENERAL MANAGER
Richard P. Demko, Executive Manager, Maintenance & Engineering
William B. Fleisher, Chief Transportation Officer
Howard L. Goode, Planning & Analysis
Michael C. Healy, Public Affairs
Ernest G. Howard, Administrative Services
John Mack, Affirmative Action
Larry A. Williams, Employee Relations

The Annual Report is published by the District Pursuant to Section 28770, Public Utilities Code of the State of California.

Design and Printing: Eastwind Printers, San Francisco. California
Special Insert - Map & design: Carto Graphics, San Francisco
Photography: California Photo Service, Emeryville, California
BART began its second decade of operations this fiscal year—a proven, high-speed, high-capacity, high-performance transit system. After a decade of paying its dues for pioneering, BART has transformed a vision into reality.

When BART opened September 11, 1972, nine two-car trains on 120 daily runs carried about 15,000 passenger trips per day on the 28-mile segment linking Fremont, MacArthur, and ten intermediate stations. Two years later (September 9, 1974) came transbay service, with about 120,000 daily trips on the entire 71.5-mile system.

As this fiscal year drew to a close, 43 BART trains on 479 daily runs carried about 186,000 trips per weekday. In the ten-plus-year period, patrons made 382 million trips on BART for a total of 5 billion passenger miles—with not a single passenger fatality. God willing, we aim to keep that record for the next ten years and beyond!

### Reliability

The reliability of the BART system is reflected in the fact that 99.2 percent of scheduled train dispatches were completed and 94.5 percent of the trains ran on time. This high level of reliability allowed BART for the first time to publish weekday timetables. For several years BART has published evening and weekend timetables; the median on-time performance for these times of operation during the year was 98 percent.

### Patronage

BART continued to set patronage records. Despite a sluggish economy, an 18 percent fare increase, and lower gasoline prices, we carried more trips this fiscal year than in any prior year. Several new programs have enhanced ridership this year. One example is the joint monthly BART/MUNI pass good for unlimited travel on either BART or MUNI within San Francisco. Plans are also under way for a joint BART/MUNI pass for the first time patrons get a five percent bonus for buying high-value tickets—a $21 ticket for $20.

### Capacity

During peak commute hours many trains are severely crowded. BART has undertaken a series of capital projects to provide relief. We have 150 new cars on order. A third track is under construction in the critical line through downtown Oakland. The planned Daly City tail track will let us almost double the frequency of turning trains back, thus more efficient and eliminate operating bottlenecks. A storage yard at Daly City will cut down on costly moves to and from yards in the East Bay and also enhance the reliability of operations. Fire-hardening of cars—besides enhancing patron safety—will allow more trains at a time to run through the Transbay Tube. We are replacing 15-year-old central train control computers that can handle only 49 trains with a state-of-the-art computer system that can handle over 100 trains. This entire program should come together by 1988.
NOTES TO FINANCIAL STATEMENTS — CONTD

5—Sales Tax Revenue Bonds

<table>
<thead>
<tr>
<th>Year Ending</th>
<th>Original Amount</th>
<th>Due 1 Year</th>
<th>Total 1 Year</th>
<th>Due 1 Year</th>
<th>Total 1 Year</th>
<th>Due 1 Year</th>
<th>Total 1 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1985</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1986</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1987</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1988</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1989</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1990</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1991</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1992</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1993</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>1994</td>
<td>$50,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
</tbody>
</table>

6—U.S. Government Grants

The U.S. Government, under grant contracts with the District, provides 5- 10% of the cost of projects which are designated as eligible for Federal Financial Assistance for capital projects. Grants for capital projects are re- ceived either as direct capital investments or as reimbursements for funds utilized. A summary of Federal Financial Assistance Awards in the form of grants for the period 1984 to 1988 is as follows:

<table>
<thead>
<tr>
<th>Type of Grant</th>
<th>Maximum Grant</th>
<th>Funds Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrations</td>
<td>$1,961</td>
<td>$1,961</td>
</tr>
<tr>
<td>Programs</td>
<td>$38,000</td>
<td>$37,731</td>
</tr>
<tr>
<td>Total</td>
<td>$41,561</td>
<td>$39,691</td>
</tr>
</tbody>
</table>

7—Litigation and Disputes with Contractors and Others

The District is involved in various lawsuits, claims, disputes, and which for the periods covered by the financial statements are pending against the District. The allegations in these lawsuits, claims, and which are pending against the District. The District's financial position or operations. . .

8—Public Employees Retirement System

The District contributes to the Public Employees Retirement System. The contributions are based upon the following assumptions:

- Salary: The average salary of the employee is used to determine the salary base.
- Interest: The interest rate is used to determine the discount rate.
- Survivor: The survivor benefit is used to determine the survivor benefit.
- Mortality: The mortality rate is used to determine the survivor benefit.
- Duration: The duration of the retirement is used to determine the survivor benefit.

The contributions are recorded as additions to net capital investment when received. A summary of the contributions for the period 1984 to 1988 is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td>$6,111,000</td>
</tr>
<tr>
<td>1985</td>
<td>$6,111,000</td>
</tr>
<tr>
<td>1986</td>
<td>$6,111,000</td>
</tr>
<tr>
<td>1987</td>
<td>$6,111,000</td>
</tr>
<tr>
<td>1988</td>
<td>$6,111,000</td>
</tr>
</tbody>
</table>

Parking

BART's parking strategy has comprised four main elements:

1. Parking near stations: This strategy involves providing parking near stations to encourage carpooling and public transit.
2. Parking in stations: This strategy involves providing parking in stations to encourage carpooling and public transit.
3. Parking in lots: This strategy involves providing parking in lots to encourage carpooling and public transit.
4. Parking in areas: This strategy involves providing parking in areas to encourage carpooling and public transit.

The District contributes to the Public Employees Retirement System. The contributions are based upon the following assumptions:

- Salary: The average salary of the employee is used to determine the salary base.
- Interest: The interest rate is used to determine the discount rate.
- Survivor: The survivor benefit is used to determine the survivor benefit.
- Mortality: The mortality rate is used to determine the survivor benefit.
- Duration: The duration of the retirement is used to determine the survivor benefit.

The contributions are recorded as additions to net capital investment when received. A summary of the contributions for the period 1984 to 1988 is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td>$6,111,000</td>
</tr>
<tr>
<td>1985</td>
<td>$6,111,000</td>
</tr>
<tr>
<td>1986</td>
<td>$6,111,000</td>
</tr>
<tr>
<td>1987</td>
<td>$6,111,000</td>
</tr>
<tr>
<td>1988</td>
<td>$6,111,000</td>
</tr>
</tbody>
</table>

Extensions

BART's farebox ratio of 48.1 percent and operating ratio of 38.4 percent each set a new high. A new half-per- cent sales tax, of which BART revenue, must of the operating deficit. Our rate of fuel and employee salaries, compared with 12.5 cents (23.1 cents in 1980 dollars for the year)

The Bottom Line

As we enter BART's second decade, I thank our fellow directors, BART staff and employees, BART patrons, and citizens of the three BART counties for the support they have given BART in the past decade. I think we have turned the corner. May the next decade prove even more

Robert S. Allen
President, Board of Directors, San Francisco Bay Area Rapid Transit District, 1983
As BART celebrated its 10th anniversary, it continued to see new and higher patronage records. By the end of the 1982-83 fiscal year, the highest weekend average was reached and during these 12 months more trips were made on BART than in any previous year.

The system improved its "on-time" record, and effective maintenance resulted in fewer repair on any given day than ever before. The result was that BART published a weekday schedule for the first time and in April 1983, making the system even more convenient and reliable.

The highest average weekday ridership, with a total weekday performance of 99.5 percent, as BART cars travelled 73,000 miles before required preventive maintenance as compared to the industry's average of 50,000 miles. As a result of maintaining this high level of service reliability, BART published a weekday train schedule for the first time on April 6, 1983. The four-page timetable, with an easy-to-read format, includes schedules for all trains in both directions on all four lines.

**NOTES TO FINANCIAL STATEMENTS — CONT'D**

### 3. Revenue

Securities are separately classified on the balance sheet to reflect designation by the Board of Directors of a portion of the District's obligations as receipts for the benefit of General Obligation Bonds.

### 4. General Obligation Bonds

<table>
<thead>
<tr>
<th>Bond Type</th>
<th>Original Amount</th>
<th>Outstanding Amount</th>
<th>Interest Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>1982 District Bonds</td>
<td>$760,000</td>
<td>$762,000</td>
<td>$36,000</td>
</tr>
<tr>
<td>1990 Service District Bonds</td>
<td>$800,000</td>
<td>$812,000</td>
<td>$36,000</td>
</tr>
</tbody>
</table>

In 1982, voters of the member counties of the District authorized a bond issue totaling $752 million of General Obligation Bonds. Payment of both principal and interest is provided by the tax levy within the Special Service District. Bond payments are scheduled to provide a tax levy annually on June 15 and interest is payable annually on June 15 and December 15. The following is a schedule of principal repayments required under General Obligation Bonds as of June 30, 1983 (in thousands):
Cash and securities applied to:

Cash and securities (used) provided by:

STATEMENT OF CHANGES IN FINANCIAL POSITION

DEBT SERVICE FUNDS STATEMENT OF REVENUES, EXPENDITURES, AND FUND BALANCES Years Ended June 30, 1982 and 1981 (in Thousands)

Cash and securities (used) provided by:

Net loss transferred to accumulated deficit

Depreciation of assets acquired with own funds

Other special trains took patrons to the "Day on the Green Concerts" at the Oakland-Alameda County Coliseum. BART carried 17 percent of the gate, translating into about $8,600 in passenger-trip charges. In January 1982, the "Tishman Special" included a 16-car special train, carrying approximately 1600 passengers, from Daly City to the beginning of the Tishman Office Center, which will be added to the Walnut Creek BART Station in downtown Oakland, operated by the BART District, which BART Station. Following the conclusion of the revenue trip, the train was then dispatched for its return trip. While BART trains have been chartered for other events, this was the first "roundtrip" chartered for such an event. Donald O'Connor, a regular passenger on the trains, proved once again that BART is a convenient and cost-effective way to travel to these events. For the second year in a row, BART offered special trains to the "Day on the Green" concert held at the Oakland-Alameda County Coliseum, the Bay Area's most unusual event, the Bay to Breakers Race. Eight special trains, each having two cars from the Concord, El Cerrito Del Norte, South Hayward and Daly City BART Stations, began service at 6:15 a.m., compared to the normal Sunday starting time of 9 a.m., and carried 6700 passengers on the morning of the race, compared to 12,000 last year.

Anniversary Celebration

During the 1982 baseball season, BART offered special trains to the Oakland Coliseum for A's home games. The District agreed to provide free rides to the winners of various BART future systems and proved once again that BART is a convenient and cost-effective way to travel to these events. The first "roundtrip" chartered for such an event, which occurred in 1982, was "Ten Years! Cheers!" The festivities culminated in the September 13, 1982, celebration of the 10th Anniversary of service, which began September 11, 1972. The theme of the birthday party held on September 13, was "Ten Years! Cheers!" The function included a catered party to the winners of various BART future systems and proved once again that BART is a convenient and cost-effective way to travel to these events. For the second year in a row, BART offered special trains to the "Day on the Green" concert held at the Oakland-Alameda County Coliseum, the Bay Area's most unusual event, the Bay to Breakers Race. Eight special trains, each having two cars from the Concord, El Cerrito Del Norte, South Hayward and Daly City BART Stations, began service at 6:15 a.m., compared to the normal Sunday starting time of 9 a.m., and carried 6700 passengers on the morning of the race, compared to 12,000 last year.

Anniversary Celebration

During the 1982 baseball season, BART offered special trains to the Oakland Coliseum for A's home games. The District agreed to provide free rides to the winners of various BART future systems and proved once again that BART is a convenient and cost-effective way to travel to these events. The first "roundtrip" chartered for such an event, which occurred in 1982, was "Ten Years! Cheers!" The festivities culminated in the September 13, 1982, celebration of the 10th Anniversary of service, which began September 11, 1972. The theme of the birthday party held on September 13, was "Ten Years! Cheers!" The function included a catered party to the winners of various BART future systems and proved once again that BART is a convenient and cost-effective way to travel to these events. For the second year in a row, BART offered special trains to the "Day on the Green" concert held at the Oakland-Alameda County Coliseum, the Bay Area's most unusual event, the Bay to Breakers Race. Eight special trains, each having two cars from the Concord, El Cerrito Del Norte, South Hayward and Daly City BART Stations, began service at 6:15 a.m., compared to the normal Sunday starting time of 9 a.m., and carried 6700 passengers on the morning of the race, compared to 12,000 last year.

NOTES TO FINANCIAL STATEMENTS—CONT'D

BART revenue is derived from fixed fares and fares charged for special trains. The fare structure is designed to attract passengers to the system, to balance losses from regular service, and to provide revenue to fund special events. The fare schedule is adjusted annually to reflect changes in fixed costs, including labor, energy, and equipment. BART's fare schedule is reviewed and adjusted annually by the Board of Directors to ensure that it is competitive with other forms of transportation and is consistent with the District's financial goals.

During the 1982 baseball season, BART offered special trains to the Oakland Coliseum for A's home games. The District agreed to provide free rides to the winners of various BART future systems and proved once again that BART is a convenient and cost-effective way to travel to these events. The first "roundtrip" chartered for such an event, which occurred in 1982, was "Ten Years! Cheers!" The festivities culminated in the September 13, 1982, celebration of the 10th Anniversary of service, which began September 11, 1972. The theme of the birthday party held on September 13, was "Ten Years! Cheers!" The function included a catered party to the winners of various BART future systems and proved once again that BART is a convenient and cost-effective way to travel to these events. For the second year in a row, BART offered special trains to the "Day on the Green" concert held at the Oakland-Alameda County Coliseum, the Bay Area's most unusual event, the Bay to Breakers Race. Eight special trains, each having two cars from the Concord, El Cerrito Del Norte, South Hayward and Daly City BART Stations, began service at 6:15 a.m., compared to the normal Sunday starting time of 9 a.m., and carried 6700 passengers on the morning of the race, compared to 12,000 last year.
was held in Oakland, BART provided a... in May, while Big Bird, Snoopy and a... an early celebration of Hallow... In August 1982, while the Twelfth... Fare tickets sold only at banks, savings and loan offices and BART Passenger Service offices. These offices, which have a face value of $10.00 can be purchased at any BART ticket window... BART and the San Francisco Municipal Railway and Alamed... Inc., held an ap... A special cheer... In recognition of National Police... For the year ended June 30, 1983... The District receives amounts from both Federal and State governments to assist in opera... The District is a public agency created by the legis... facilities, property and equipment are carried at cost. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets. The amount of... the face value of the discount tickets available for seniors, youths and dis... This is now the permanent home of the last hometown street car to operate in Alameda County.
The Board of Directors
San Francisco Bay Area Rapid Transit District

We have examined the balance sheet of San Francisco Bay Area Rapid Transit District as of June 30, 1983 and 1982 and the related statements of operations, changes in net capital investment, and fund balances for the years then ended. Our examinations were made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, such financial statements present fairly the financial position of San Francisco Bay Area Rapid Transit District as of June 30, 1983 and 1982 and the results of its operations and changes in net capital investment for the years then ended in conformity with generally accepted accounting principles applied on a consistent basis.

Adams, Grant, White & Co.
Certified Public Accountants
September 2, 1983

BART continued its outstanding safety record, with the number of pa-

tients (since the system began revenue service. This was, however, much lower

than the crime rate in surrounding communities. The largest increases were for incidents of disorderly con-

duct, purse-snatching and arson. Work continued on a $19.4 million, two-and-a-half-year program to make

the bottom of the Bay. On May 22, 1983, BART conducted a major emergency procedures drill de-

signed to test its Emergency Plan, to evaluate a more centrally located cas-

es, continued its outstanding emer-

ment drills within the Alameda County Emergency Medical Servi-

cy procedures. Participating in BART

1983 involving more than 200 volun-

tee "passengers, " as part of its con-

15 incidents per million passenger trips during the 1982/83 fiscal year.

islands’ use for the Transbay Tube

Fiber Optic Cable
A new use for the Transbay Tube. The cable can transmit more than four and a

BART hold it for fire drills and fami-

lization tours, including a major fire

As of June 1983, BART had carried

Telephone & Telegraph Company in-

this fiscal year were 463 fire depart-

ment representatives. In 1982, BART conducted a major emer-

gency procedures drill involving more than 200 passengers. "As part of its con-

vention, the new Ford cars have added

mounting the cars. The new C-

vation of persons from the MacArthur BART Station collection site to local medical facilities. More than 200 volun-

tees and over 30 individuals were made-up to depict injured persons. The Oakland and San Francisco Fire Depart-

ments were the only two de-

artment representatives. In 1982, BART conducted a major emer-

Emergency procedures drills during this fiscal year were 463 fire depart-

ment representatives.

2

8

10

12

14

16

18

20

22

24

26

28
Completion of BART's capital improvement program is integral to BART's plans to increase capacity by 81 percent during the 1982/83 fiscal year. BART continued in its efforts to progress on its $191.3 million five-year capital improvement program. The program includes the purchase of 150 new vehicles, improvements in the central control system, construction of a third track, and modifications to the Daly City Facility, which includes a turnaround track and storage yard.

Contract for C-Cars
On October 7, 1982, BART Directors approved a $79 million contract for 35 C-Cars from K-Ter, Società Ferroviaria del Veneto, to construct facilities to build the cars. The contract is designed to meet increased passenger demand. These cars are designed by BART engineers and are used as either lead cars or midcabs in trains running on the current system. Operational flexibility is increased by combining two shorter trains into one longer train, without returning to one of the East Bay yards. The capacity of line production is expected during the 1984/85 fiscal year.

New Track Control Units
Also on October 7, the Board of Directors approved a $25 million contract with Westinghouse Electric Corporation to develop and test five production prototype vehicle train control units in Daly City. The prototype vehicle train control units are designed by BART engineers and can be used to handle in excess of 75 trains at one time, compared to the current limit of 49. These cars were needed to meet increased passenger demands. These cars were designed to be used as either lead cars or mid-cabs in trains running on the current system. Operational flexibility is increased by combining two shorter trains into one longer train, without returning to one of the East Bay yards.

Daly City Facility
Environmental studies and preliminary engineering work for the Daly City Facility, consisting of a turnaround track and storage yard, and the City Council of Daly City approved a general plan amendment permitting construction of a train storage and maintenance yard in the city. Construction is expected during the 1984/85 fiscal year.

Car Conversion Program
During July 1982, BART completed its program of converting 35 A-Cars to B-Cars. Started in 1978 and aimed at increasing bus capacity for the Walnut Creek BART Station, this project is expected to reduce the turnaround time at the Daly City terminal, allowing trains to run at closer intervals. The facility also will reduce operating expenses because empty trains will no longer have to return to East Bay yards for storage after going out of service.

K-E Track Progress
work continued on the K-E Track through downtown Oakland, five safety improvements, and modifications of the train control along the trackway, and the construction of the Daly City Facility, which includes a turnaround track and storage yard.

<table>
<thead>
<tr>
<th>Track</th>
<th>Original Track</th>
<th>K-E Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2</td>
<td>C2</td>
<td>C2 Track</td>
</tr>
<tr>
<td>A</td>
<td>A</td>
<td>A Track</td>
</tr>
<tr>
<td>B</td>
<td>B</td>
<td>B Track</td>
</tr>
<tr>
<td>C</td>
<td>C</td>
<td>C Track</td>
</tr>
</tbody>
</table>

The grand prize went to an entry by the Southern California Institute of Architecture, Santa Monica, California. The model of this concept was placed on display at various locations in Walnut Creek and received widespread public and professional acclaim. Prizes totaling $16,000 were distributed at the July 15, 1982 meeting of the BART Board of Directors. Director Fred T. Ussery, of San Francisco, who first proposed the student competition, noted that, "The purpose of this competition is to stimulate thinking about the possibilities offered by air rights development over BART-owned property. I am pleased to see that the participants used their creative but prudent imaginations."
The Board of Directors has advanced approximately $7 million from BART's Capital Allocations to acquire parcels of land for future extensions.

Negotiations continued for acquisition of land for future stations for the Warm Springs, Livermore/Pleasanton, and Richmond/roulette stations. Some of the land required for the proposed West Pittsburg, Antioch and Castro Valley BART stations was acquired.

The Livermore/Pleasanton Extension alignment was distributed for review and comments in early June 1983. Negotiations are under way with the U.S. Department of the Navy for the utilization of land required for the North Contra Costa County site.

Station Area Development

Station Area Development Work continues on the establishment of a policy which will guide the joint development of areas surrounding BART stations and other BART properties. A part of this effort is a comprehensive analysis of joint development opportunities throughout the system. A plan for the Pleasant Hill BART Station was adopted, a development study of the El Cerrito Plaza BART Station was completed, and recommendations were formulated for a development program at the Walnut Creek BART Station.

The Board of Directors in March 1983 granted a private developer a six-month option for a proposed office-

BART Station Access

As part of its continuing program to improve access to the rail system, BART completed plans for a new bus route in northern Contra Costa County, as recommended in program which will be designed to provide additional parking spaces at several stations and improve access to the system for handicapped and senior patrons.

The project to equip BART Express Buses with wheelchair lifts and "kneeling" capability for easier access was completed in March 1983. Additional curb cuts at 11 stations for improved wheelchair access were completed in October 1982. BART completed plans and received funding from the Metropolitan Transportation Commission (MTC) to operate a new bus route. The "Martinez Link" between Contra Costa Center (North), Martinez, and the Contra Costa Center (South) will be extended to serve Martinez.

BART discontinued managing the Greyhound Bus commuter service between Concord and San Francisco on September 30, 1982, due to a decline in demand. The system would serve an average of 1,300 passengers a day.

A plan for the Pleasant Hill BART Station overflow parking lot at the Pleasant Hill BART Station which will provide 400 additional parking spaces is currently under way.

A 10.5 million dollar grant for acquisition of land to be used for the Antioch BART Station at Ruby Road, which will include the creation of a 400-space "park and ride" lot for BART Express Bus patrons, was awarded. This facility will be used until the land is needed for a station on the proposed rail extension into that city.

A 425-space parking lot at 250 West Concord Avenue near the Concord BART Station, for which a $100,000 grant was awarded, was completed.

BART completed plans for a new bus route, "The Martinez Link," between Contra Costa Center (North) and the Contra Costa Center (South), to serve Martinez. This service is to begin July 5, 1983.

A $1.6 million grant for a project which will encourage BART and AC Transit ridership was awarded.

Regional Administration Facility

The Regional Administration Facility was completed during the 1982/83 fiscal year. Work continued on the $15 million Regional Administration Facility on BART property adjacent to the current headquarters at Ninth and Market Streets in Oakland. The building, which will house BART in a "condominium" arrangement with the Metropolitan Transportation Commission, is to be completed in 1984 and will house the first government-run "condominium" arrangement in the area.

This project involves the construction of a 120,000 square foot office building with an 80,000 square foot parking garage. According to the BART Express Bus Plan, the average number of passengers traveling between the east entrance and the Lafayette BART Station over 800,000 persons using the Express Bus system transferred to BART as part of their trip.

Work continued on the $15 million Regional Administration Facility. A plan for the Pleasant Hill BART Station overflow parking lot at the Pleasant Hill BART Station which will provide 400 additional parking spaces is currently under way.

The project to equip BART Express Buses with wheelchair lifts and "kneeling" capability for easier access was completed in March 1983. Additional curb cuts at 11 stations for improved wheelchair access were completed in October 1982. BART completed plans and received funding from the Metropolitan Transportation Commission (MTC) to operate a new bus route. The "Martinez Link" between Contra Costa Center (North) and the Contra Costa Center (South), to serve Martinez. This service is to begin July 5, 1983.

BART discontinued managing the Greyhound Bus commuter service between Concord and San Francisco on September 30, 1982, due to a decline in demand. The system would serve an average of 1,300 passengers a day.

A plan for the Pleasant Hill BART Station overflow parking lot at the Pleasant Hill BART Station which will provide 400 additional parking spaces is currently under way.

A 10.5 million dollar grant for acquisition of land to be used for the Antioch BART Station at Ruby Road, which will include the creation of a 400-space "park and ride" lot for BART Express Bus patrons, was awarded. This facility will be used until the land is needed for a station on the proposed rail extension into that city.

A 425-space parking lot at 250 West Concord Avenue near the Concord BART Station, for which a $100,000 grant was awarded, was completed.

BART completed plans for a new bus route, "The Martinez Link," between Contra Costa Center (North) and the Contra Costa Center (South), to serve Martinez. This service is to begin July 5, 1983.

A $1.6 million grant for a project which will encourage BART and AC Transit ridership was awarded.

Regional Administration Facility

The Regional Administration Facility was completed during the 1982/83 fiscal year. Work continued on the $15 million Regional Administration Facility on BART property adjacent to the current headquarters at Ninth and Market Streets in Oakland. The building, which will house BART in a "condominium" arrangement with the Metropolitan Transportation Commission, is to be completed in 1984 and will house the first government-run "condominium" arrangement in the area.
PART III

A TOAST

Substantial was this base that the $10.7 million from revenues to $65 million in revenue bonds, before in its history. So sub-
part of the cost of the new decade of service, its financial supported the issuance of $65 million in sales
bond in 1982/83 fiscal year was $61 million, as financial health and operating success noted when the budget was BART counties, $5.4 million in state

BART continued to receive an unso-

tially high percentage of its operating expenses from fares, with a limited receipt of property sales with

the elimination of 40 percent and the previous year's figure of 52.8 per-

cent. Free public transit systems in the nation have a higher transit re-
cover ratio.

The average ratio — the ratio of passenger fares and other operating revenues to operating expenses — was 51.6 percent, compared to last year's ratio of 51.7 percent. Rail cost per passenger mile was 13.7 cents, slightly above the 12.4 cents for the previous year, which translates into an average increase of about the percent. However, this was an overall decrease in real terms when inflation is taken into account.

Net passenger revenue in the 1982/83 fiscal year was $83.1 million, as compared to $83.2 million for the previous year.

Total operating revenue including interest income and income from advertising in trains and audios was $83.2 million for the 1982/83 fiscal year, or 51 percent higher than for the previous year.

As an unpaid had a shortfall of 12.1 mil-

Note, when the budget was adopted, was made up by increased fares plus stringent controls on ex-

penses. The annual power expense was 18.8 percent below budgeted amount, which resulted in a savings of about $10 million. This was due to heavy winter rains, which resulted in an additional supply of standby power plants.

A word of caution, however, is that anticipated fuel oil prices also contributed to the objective of 40 percent and —...
major capital improvement projects are underway. They in increased car reliability and availability.

preventative maintenance non-deferral program, resulting New equipment was purchased and other equipment 70,907 and Sunday ridership averaged 43,398.

minutes, compared to the current 3.75 minutes. Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

system will serve 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.

Looking ahead BART statisticians predict that the system will serve an average ridership of 450,000 per day, which will Be BART's first million riders by the early 1990's. As a result, ridership appears to mirror the general makeup of the three BART counties population. A ridership survey by about 60 percent Today the makeup of BART service served 265,700 patrons on an average single car.