

\$1 billion, but cost overruns due to inflation and additions to the original system brought the price tag up to \$1.6 billion.

BART was criticized as being too expensive and over designed. Today, however, its capital worth is estimated at \$5 billion to \$6 billion, almost five times its original construction cost, and it has proved to be a pacesetter in the transit industry.

The system, conceived, designed, and constructed under the direction of BART's general engineering consultants, a joint venture of Parsons Brinckerhoff Quade & Douglas, Inc., Tudor Engineering Company, and Bechtel, has won numerous awards for innovative design.

New technology

As the most automated transit system in the world, BART pioneered the use of advanced technology, much of which came out of the space program. It paid a high price for being first, however, since initial equipment problems caused frequent breakdowns and prevented the system from operating as it was intended.

Finally, in the summer of 1980, BART's massive engineering program to correct equipment problems was completed, with the transition to "close headways" operations. This meant more trains could be put on line, operating at closer intervals, and the long awaited direct service between Richmond/Daly City could be inaugurated.

Fire safety

Following a transbay tube fire in 1979, BART launched a full-scale program to improve its emergency response procedures and to make its cars more fire resistant. It is now a leader in transit fire safety.

A major project was replacement of every single seat (34,000 in all) on BART cars with fire resistant cushions. This required extensive research, development, and testing of more than 400 materials at the University of California and McDonnell-Douglas laboratories. The \$4.5 million project was completed in October, 1980.

BART is now carrying out an extensive,

\$19.3 million program to increase fire resistance of its cars.

Reliability

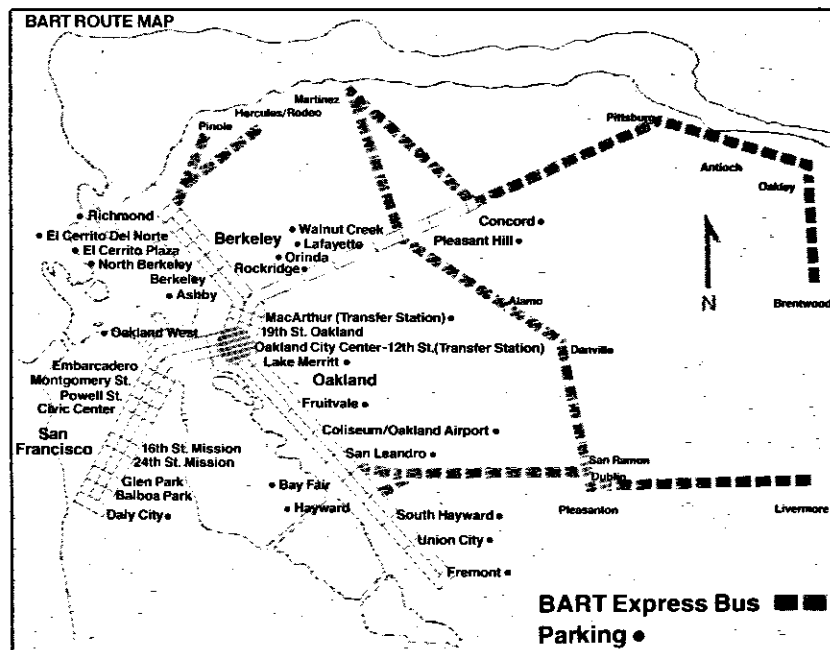
To improve reliability, BART began a stringent, airline-style maintenance program of its cars in 1976. The program is paying off. From 1975 to 1982, the percent of scheduled runs completed increased from 90 to 99 percent, and the percent of trains running on time jumped from about 46 percent to 94 percent.

Riders increase

Despite the early setbacks, BART riders have increased steadily over the years. In the past two years, ridership has jumped from 140,000 to 190,000 per weekday and about 56 million annually.

Discount tickets and other fare incentives

BART Buses to Distant Points



BART, in conjunction with the sponsors named below, bring this report to you as a public service.

Congratulations on 10 years of Fine Service to the Bay Area.

Westinghouse Transportation Division

Kaiser Engineers (California) Corporation



IBM

Kaiser Aluminum & Chemical Corporation



Oakland International Airport

BART Reviews

"BART has set a new standard worldwide for safety." Former San Francisco Fire Chief Andrew Casper.

"BART has contributed to energy saving, clean air, and the Bay Area's economy. It has a great future." Joseph Bort, Chairman Alameda County Board of Supervisors, Member, Metropolitan Transportation Commission.

"After a tumultuous decade, comes 10 years of high flying and reliable riding." Quentin Kopp, Chairman, San Francisco Board of Supervisors.

"We look forward to BART having an even greater impact in Contra Costa County in the next decade." Sunne McPeak, Chairwoman, Contra Costa County Board of Supervisors.

"Through BART, Oakland has become the center of the Bay Area." Lionel Wilson, Mayor, City of Oakland.

"BART—your hardest ten years are behind you, and there's a clear track ahead for the next ten. San Francisco thinks you're great." Dianne Feinstein, Mayor, City and County of San Francisco.

Sept. 1972-Sept. 1982
A DECADE OF SERVICE
Report to Owners



BART. Going Places.

Here are just some of the hundreds of places in the Bay Area you can reach via BART. All are easily accessible by BART alone or by BART and connecting bus, cable car, ferry or shuttle services.

BERKELEY

BERKELEY STATION. AC 7 or Humphrey Go-BART to University of Calif.; Lawrence Hall of Science; AC 51, 58 or Humphrey Go-BART to University Art Museum; Walk to Berkeley Repertory Theatre; AC 51, 58 to Berkeley Stage Company; AC 51M to Aquatic Park; AC 51M to Berkeley Marina; AC 67 to Tilden Regional Park; AC 51M to Berkeley Yacht Harbor.

ASHBY AVE. STATION. Walk to Black Repertory Theatre; La Peña Cultural Center.

NORTH BERKELEY STATION. AC 94 to Golden Gate Fields.

SAN FRANCISCO

CIVIC CENTER STATION. MUNI 5, 21, 71 to Golden Gate Park; MUNI 19 to Fisherman's Wharf; Ghirardelli Square; Walk to Brooks Hall, Orpheum Theatre, Davies Symphony Hall; MUNI 5 to Museum of Modern Art, City Hall, Public Library, Opera House; MUNI 8 to University of Calif. Extension Center; MUNI 71 to California Academy of Science; MUNI 5 to DeYoung Museum.

EMBARCADERO STATION. SF airporter bus to SF Int'l. Airport; Walk to Golden Gate Ferry to Sausalito; MUNI 32 to Fisherman's Wharf; Ghirardelli Square and ferry to Alcatraz Island, Tiburon, Angel Island; Walk to Embarcadero

Center, Hyatt Regency; MUNI 38 from Montgomery to Palace of the Legion of Honor.

MONTGOMERY STREET STATION. MUNI 15, 30 to Chinatown; MUNI 2, 3, 4, 38 to Japan Center; Walk to Union Square; MUNI 38 to Jones, walk to Airline bus terminal on Ellis; MUNI 38 to Curran Theatre; MUNI 30 to Exploratorium.

POWELL STREET STATION. Cable car to Chinatown, Fisherman's Wharf; Walk to Union Square; MUNI 30 to Moscone Center; Walk to Golden Gate Theatre, American Conservatory Theatre (ACT), Curran Theatre; MUNI 25 to Candelstick Park; MUNI 5, 31 to University of SF.

16TH STREET STATION. Walk to Mexican Museum; Mission Cultural Center; MUNI 22 to Mission Dolores.

24TH STREET STATION. Walk to Noe Valley shops & cafes.

OAKLAND

19TH STREET STATION. Walk to Paramount Theatre, Oakland Civic Theatre; Downtown Oakland; AC 12, 18, 34, 'B' to Lake Merritt, Children's Fairyland & Zoo, Camron Stanford House.

COLISEUM STATION. Walk to Oakland Coliseum; AC 56 to Knowland Park, Oakland Zoo; AC 56, 57 to Mills College; AC 57 to

Eastmont Mall; AC 57 or Oakland-Air-BART bus to Oakland Airport.

LAKE MERRITT STATION. Walk to Laney College, Oakland Auditorium, BART Headquarters, Oakland Museum; AC Oakland Shuttle to Jack London Village.

12TH STREET STATION. Walk to Downtown Oakland, City Center; AC 51, 58, 42 to Oakland Chinatown; AC 11, 33, 34, 59, 76 or walk to Jack London Square.

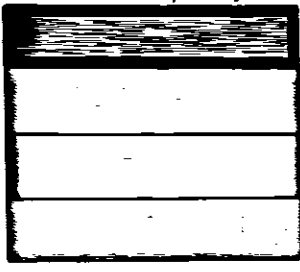
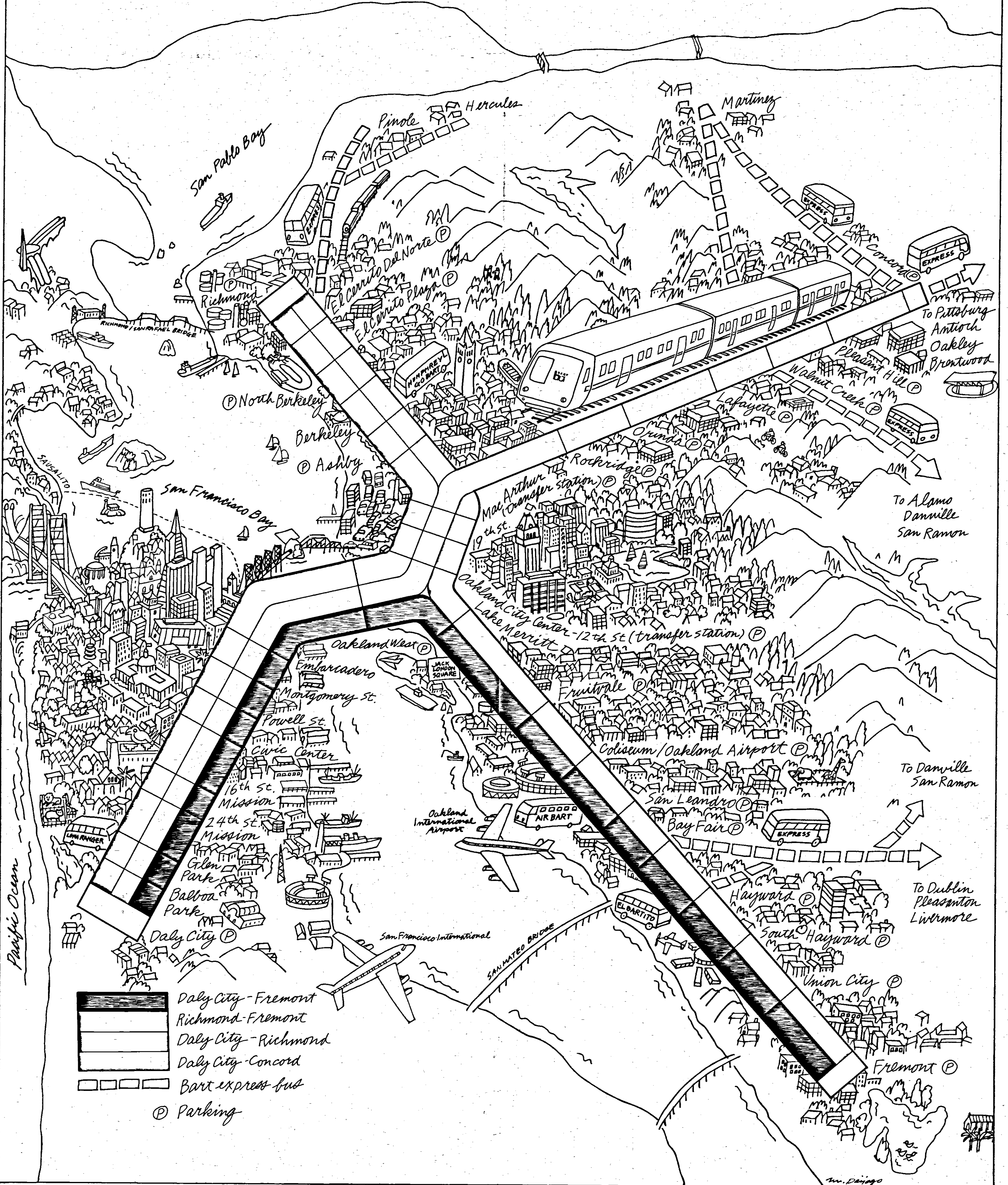
CONCORD STATION. County Connection 306 to Willows Shopping Center; Shuttle bus to Concord Pavilion.

FREMONT STATION. AC 26 to Old Niles; AC 24, 28 to Ohlone College, Olive Hyde Art Gallery; AC 24, 30 to Fremont Central Park/Lake Elizabeth.

HAYWARD STATION. AC 92 to Chabot College, 91 Centennial Hall, Little Theatre; AC 92 to Cal. State Hayward; AC 85 to Kennedy Park.

WALNUT CREEK. Walk to Civic Arts Theatre; Mini 2 to Heather Farms City Park.

RICHMOND STATION. AC 72M or walk to Richmond Memorial Auditorium. Connects to Amtrak.



Daly City - Fremont
 Richmond - Fremont
 Daly City - Richmond
 Daly City - Concord
 BART express bus

Ⓟ Parking

340 Million Passengers Carried 4.5 Billion Passenger Miles



EUGENE GARFINKLE
District 8
President. Director since March 1977. San Francisco resident and attorney.

The other members of the Board of Directors and I welcome the opportunity to present this report to you—the owners of BART—on its 10th anniversary of service.

BART riders and non-riders are keenly aware of the problems the system has had in the past. They were well publicized, frustrating experiences for all of us, and we all are grateful that they are behind us.

Today, BART is carrying record numbers of patrons. We carry about 30 percent of transbay commuters every day and keep an estimated 60,000 cars off the freeways and out of congested downtown areas. We have a healthy and stable financial picture, equitable wages and labor agreements and reliable and consistent operations. BART also is one of the safest systems, having carried 350 million passengers 4.5 billion passenger miles without a passenger fatality. Transit and government officials come from all over the world to study BART as a leader in the industry.

Bay Area residents can be proud of BART, particularly since our own local funds financed 80 percent of the \$1.6 billion construction costs. Today the system has an estimated value of \$5 billion.

BART's challenge and goal for the next decade are to continue to improve performance and expand the system's capacity to carry more riders. We are at capacity during commute hours. Several major projects must be completed in the next few years to enable BART to carry 85 percent more passengers per day. We must purchase new BART cars, replace the central train control system, construct a turnback facility at Daly City, complete the fire safety program, and finish the new track through Oakland. We are actively seeking state and federal funding to help finance these long term projects.

BART has come a long way over the past 10 years and we are proud of its accomplishments. Now we look to the future and we expect BART to take its place as the finest transit system in the world.

Eugene Garfinkle, President
Board of Directors

The First Ten Years

When BART first opened its gates to passengers in September, 1972, its 18-car fleet was barely sufficient to maintain nine two-car trains daily. Trains ran the 26-mile stretch between Fremont in southern Alameda County



routes link three counties and serve 17 communities with 34 stations. BART also has express bus service connecting stations to 12 outlying communities in Alameda and Contra Costa Counties. The trains now run every three-and-a-half minutes during peak hours, Transbay and through downtown areas, and the system operates seven days a week, 6 a.m. to midnight.

BART is growing up. Its first decade of service has been marked with both frustrating setbacks and remarkable

How BART saves energy and money.

On an average passenger per mile basis, BART's use of energy is three times as efficient as an automobile in its total energy used for operations, and 10 times as efficient during rush hours in the commute direction.

According to the 1980 U.S. Census, the San Francisco/Oakland Bay Area ranks third in the nation in percentage of workers using public transportation to travel to their jobs.

The Census figures show that 17 percent of San Francisco/Oakland area commuters used transit in 1980, a record surpassed only by New York City at 44 percent and Chicago at 18 percent.

BART fares just increased in September, 1982, but a cost comparison with driving for one-way trips shows why BART is still the better bargain.

From (Station)	Auto Miles	Auto Cost*	BART Fare	Auto Miles	Auto Cost*	BART Fare
Concord	30.5	\$4.67	\$1.95	23.0	\$2.27	\$1.40
Walnut Creek	23.5	\$4.23	\$1.80	16.0	\$1.83	\$1.25
Fremont	34.5	\$4.92	\$2.05	24.0	\$2.34	\$1.50
Richmond	16.5	\$3.79	\$1.60	11.5	\$1.55	\$1.00
Berkeley	9.0	\$3.32	\$1.40	4.0	\$1.08	\$0.60
Daly City	8.5	\$2.91	\$1.10	19.0	\$2.45	\$1.50

*These are out-of-pocket cost figures. They assume an average occupancy rate of 1.3 people in a compact car, and are based on American Automobile Association and CalTrans data for 1982. Trips crossing the Bay Bridge include one-half of the 75¢ toll charge. One half of the daily parking charge is also included, assuming daily parking charges in San Francisco of \$4.75 and Oakland of \$1.65, based on pro-rated monthly charges in public parking facilities. Mileage rates are 6.3¢ per passenger mile for gas, oil, and maintenance. These are operating costs only and do not include other auto expenses, such as insurance and depreciation.

and MacArthur Station in north Oakland. They operated every 10 to 15 minutes, weekdays only, from 6 a.m. to 8 p.m. There were 12,000 passengers a day.

It was just the beginning.

Today, 10 years later, BART carries 190,000 passengers every weekday. Its 440-car fleet of trains travel on 71.5 miles of track. Four

achievements.

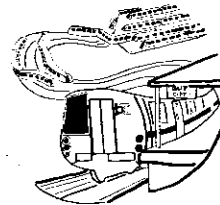
Years of transition

It was a slow start for the first all-new transit system to be built in the United States in 60 years. Originally the project, considered one of the largest locally financed public works projects in history, was estimated to cost about

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What Lies Ahead

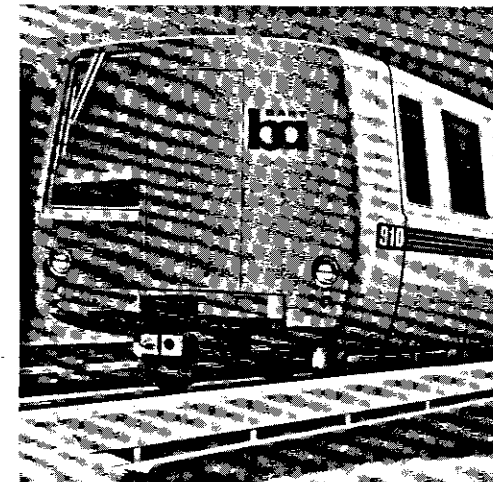
In the next five years, BART plans to improve service by purchasing up to 150 new transit cars (called the C-car), build a turnback and storage facility at Daly City, acquire a new integrated central control system, and complete a new subway track beneath downtown Oakland.



These are major projects that comprise a portion of a \$500 million capital improvement program for which BART is seeking state and federal funds.

All the projects must come together in the next five years if BART is to meet the service demands it anticipates. By 1985-86, BART expects to carry 250,000 passengers per day, 60,000 more per day than it currently carries, and possibly as many as 300,000 by the end of the decade.

New cars



The new C-cars, specially designed by BART engineers and engineering consultants from Kaiser in Oakland, can operate as lead cars or in the middle of trains. They will give BART greater capacity and more operating flexibility, since the length of trains can be adjusted on the main line without having to return to a yard. A contract for the new cars is expected to be awarded in October.

Daly City storage and turnback

Construction of a storage facility at Daly City will improve operations and save BART at least \$700,000 a year in electricity costs since long, empty trains will not have to return to East Bay yards in the evening.

The turnback will permit trains to change directions faster at Daly City and thus allow the operation of more trains at closer intervals.

New computer



Replacing BART's 13-year-old computer system with a new central control system will allow at least 75 trains to run at one time and provide added capacity to handle up to 115 trains for any future extensions. The present computer system can handle a maximum of 49 trains at one time.

New Oakland track

The new Oakland (K-E) track, when completed in early 1984, will improve service through the critical Oakland Wye corridor.

It also will provide an extra track for removal of malfunctioning trains and serve as overnight storage for long trains.

Extensions

BART in the next 10 to 20 years plans to extend the system some 52 miles and add 16 new stations, if funding becomes available.

A policy, adopted by the BART Board of Directors in 1980, calls for priority extensions inside the current three-county district and outlines a fourth extension to the San Francisco International Airport.

The priority extensions, which would be built in four phases, are:

- From Concord to Pittsburg/Antioch—15 miles;
- Bay Fair to Pleasanton and Livermore—22 miles;
- Fremont south to Warm Springs—6 miles.

The extension from Daly City to the Airport is contingent on a cost-sharing arrangement between BART and San Mateo County.

A feasibility study will be conducted this year on extending BART from Richmond to West Contra Costa communities, such as Rodeo, Hercules, El Sobrante and Crockett.

More parking

BART is adding more parking lots at existing stations wherever possible, and it is streamlining express bus service from outlying areas in Alameda and Contra Costa counties.

In the next five years, BART hopes to construct park-and-ride lots on sites of proposed

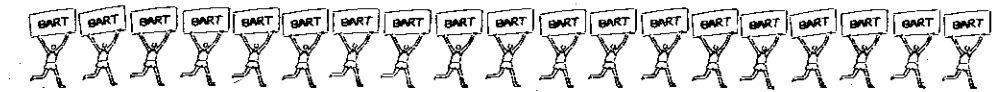
BART Gains for Fun and Profit

• **Basic Service.** BART trains run Monday through Saturday, 6 a.m. to midnight, and on Sundays, 9 a.m. to midnight. Prior to 7 p.m. weekdays and Saturdays, trains run direct between Concord and Daly City; Fremont and Daly City; Richmond and Fremont; Richmond and Daly City. After 7 p.m. and all day Sunday, trains run only between Concord and Daly City and Richmond and Fremont. All train-to-train transfers may be made at 12th Street, 19th Street, and MacArthur Stations.



• **Multi-ride tickets and discount tickets** for senior citizens, children aged 5-12, and handicapped persons may be purchased at 250 branch banks and savings and loan institutions around the Bay Area. Check with your bank.

• **Excursion Rides:** For \$2.00 you can tour the entire system and visit any of the 34 stations for up to three hours as long as you enter and exit the same station. If you exit anywhere along the line, the fare gate will compute the normal fare.



BART track record

	1975	1982	% INCREASE
On-Time Performance	*46.0%	93.3%	+52.5%
Scheduled Runs Completed	90.0%	98.6%	+9%
Annual Ridership (From July 1981 to July 1982, 53.3 million trips were made on BART.)	31,000,000	*56,000,000	+55.3%
Farebox Ratio (Indicates percent of BART operating costs paid by passenger fares.) *estimate	36.08%	45.15%	+9.07%



future stations where commuters can park their cars and catch an express bus to the nearest station.

BART also has a special parking program at nine stations for riders who carpool to stations. Called BARTpool, it offers close-in preferential parking for cars with three or more riders. So far, 3,000 riders are taking advantage of BARTpool.



BART funds an express bus service which extends 115 miles and connects outlying areas in Alameda and Contra Costa counties with five BART stations: El Cerrito Del Norte, Walnut Creek, Concord, Bay Fair, and Hayward. Currently, 10,000 passengers a day ride the BART express buses. In the next five years, BART hopes to obtain funds to establish park-and-ride lots on the sites of proposed future rail stations, where people can catch an express bus to the nearest station. (see BART map next page)

• **Bikes** A bike permit lets cyclists take their bikes on BART during non-commute hours Monday through Friday and all day on weekends. If your bike is collapsible at the frame, no special permit is required. Bicycle racks



and lockers are available at all stations except downtown Oakland, Berkeley, and San Francisco. For bike permit and locker rental information, call BART, 465-4100, ext. 569.

• **Amtrak** trains now make three round trips daily between the Richmond BART Station and Sacramento. For reservations and schedule information, call Amtrak (800) 648-3850.

• **BART to San Francisco International Airport:** SFO Airporter buses depart from the Hyatt Regency Hotel, a block from Embarcadero Station, every 20 to 25 minutes. SamTrans buses depart from the East Bay Terminal, two blocks from Embarcadero Station, and from the Daly City Station.

• **BART to Oakland Airport:** Oakland Air-BART shuttle bus leaves the Coliseum Station approximately every 10 minutes. For information, call 444-4200.

BOARD OF DIRECTORS
BART is governed by a policymaking Board of Directors. Since November, 1974, members of the BART Board of Directors have been elected from nine voting districts, representing Alameda, Contra Costa, and San Francisco Counties. The directors are elected for four year terms to represent their respective districts.

 BARCLAY SIMPSON District 1 Director since November 1976. Board President, 1977. Orinda resident. San Leandro businessman.	 NELLO BIANCO District 2 Director since October 1969. Board President, 1980 and 1974. Currently chairs Board Engineering and Operations Committee. Richmond resident and West Contra Costa businessman.	 ARTHUR J. SHARTSIS District 3 Vice President. Director since November 1976. Oakland resident. San Francisco attorney.
 MARGARET K. PRYOR District 4 Director since September 1980. Oakland resident. Community development specialist, OCCUR, Oakland.	 ROBERT S. ALLEN District 5 Director since 1974. Vice President, 1981. Livermore resident and railroad cost analyst.	 JOHN GLENN District 6 Board President, 1981. Currently chairs Board Administration Committee. Member of APTA Board. Director since 1974. Fremont resident. Oakland business executive.
 WILFRED USSERY District 7 Director since December 1978. San Francisco resident and Director of Program Development, San Francisco Housing Authority.	 JOHN H. KIRKWOOD District 9 Director since November 1974. Currently chairs Public Information Committee. Board President, 1979. San Francisco resident and businessman.	 KEITH BERNARD General Manager since January, 1979.