

***BART
Annual Report
1983-1984***



Building for the Future

Board of Directors

BARCLAY SIMPSON — District 1



Elected to the BART Board of Directors in 1976 Re-elected, 1980 BART Board President, 1977 1984, Chairperson, Engineering and Operations Committee 1984, BART Liaison with Central Contra Costa Authority Represents BART on the Walnut Creek and Pleasant Hill BART Stations Advisory Committees, encouraging private development at these stations to provide funds in order to build more parking Chairman of the Board, Simpson Company in San Leandro Owner, Barclay Simpson Art Gallery, Lafayette Member, Robert G. Sproul Associates of U.C. Berkeley Graduate of U.C. Berkeley and the Stanford Business School Executive Program WWII Navy aircraft carrier pilot Resides in Orinda with wife, Sharon and three children

MARGARET K. PRYOR — District 4



Appointed to the BART Board of Directors, September 1980 Elected BART Director 1980 and 1982 1984, Chairperson, Administration Committee. 1984, member, BART Liaison with the Alameda Contra Costa Transit District 1984, BART Liaison with the Metropolitan Transportation Commission AB842 Transit Finance Study Represents BART on Oakland's Downtown Circulation and the Coliseum Area Industrial Advisory committees BART representative, Oakland Chamber of Commerce Transportation Committee Vice-President, APTA's Governing Board Committee, and Regional Representative, Council of Minority Transit Officials (COMTO) Active with NWPC, NAACP, National Association of Neighborhoods, Black Women Organized Political Action, and National Black Caucus of Local Elected Officials Past Vice-President, International Longshoremen and Warehousemen Union of Federated Women Administrator Graduate, Arizona State University Resides in Oakland

WILFRED T. USSERY — District 7



San Francisco urban planner, first elected to the BART Board of Directors in 1978 and re-elected in 1980 1984, Vice Chairperson, Public Affairs, Access and Legislation Committee 1984, Chairperson, BART Liaison with Alameda-Contra Costa Transit District 1984, Member, Engineering and Operations Committee 1984, BART Liaison with the San Francisco Municipal Railway Director of Program Development for San Francisco Housing Authority Assistant Convention Manager for the 1984 Democratic National Convention in San Francisco Member of Mayor Feinstein's "Save the Giants" committee Member, San Francisco Black Agenda Council and the San Francisco Black Leadership Forum Co-Founder, principal organizer, former treasurer, and current director of Bay Area Black United Fund National Chairman Congress of Racial Equality, 1967 to 1969 Attended San Francisco City College and U.C. Berkeley Resides in San Francisco with wife, Maxine

NELLO BIANCO — District 2



Vice President BART Board of Directors, 1984 Senior BART Director since 1969 Elected in 1974, 1978 and 1982 BART Board President, 1975 and 1980, Vice-President, 1973, 1976 and 1978 1984, Member, BART Liaison with the Central Contra Costa Transit Authority. 1984, BART Liaison with the Eastern Contra Costa Transit Authority First Director to call for litigation against system's original suppliers and developers In 1971, instituted studies of BART rail extensions to Pittsburg/Antioch, Livermore/Pleasanton and San Francisco's Northwest Corridor Authored BART Board Extension Policy which was adopted by the Metropolitan Transportation Commission, this is the most important project since construction of the existing rail system 1974, first Board member, APTA* El Sobrante businessman and community leader Former Richmond City Councilman and member of the Richmond Personnel Board and other Richmond improvement commissions and civic groups In 1984, served as ex-officio member of all BART Board standing committees *American Public Transit Association

ROBERT S. ALLEN — District 5



First elected 1974, re-elected 1976 and 1980 President, BART Board of Directors, 1983 1984 BART Representative to the Executive Committee of the APTA* Board of Directors, member of Administration Committee, BART Liaison with Alameda-Contra Costa Transit District, and member of Fremont/South Bay Corridor Study policy board Employed by Southern Pacific since 1965 in engineering and operations Member, American Railway Engineering Association, active on Committee 32 (Systems Engineering) BS (Business) University of Colorado at Boulder, graduate work there and at Brigham Young University in Provo, Utah Active LDS. Resides in Livermore with wife, Thelma, and son, Ronald

EUGENE GARFINKLE — District 8



A San Francisco attorney appointed to the BART Board of Directors and elected in 1978 and 1982 BART Board President in 1981 and Vice-President in 1979 1984, Vice Chairperson, Engineering and Operations Committee 1984, Chairperson, BART Liaison with the San Francisco Municipal Railway 1984, Alternate, BART Liaison with the Metropolitan Transportation Commission Partner in law firm of Dreher, Garfinkle & Watson, San Francisco Graduated from U.C. Berkeley and U.C. Law School Received M.B.A. from Golden Gate College Resides in San Francisco

ARTHUR J. SHARTSIS — District 3



President BART Board of Directors, 1984 A San Francisco attorney, first elected in 1976 and re-elected in 1980, Vice-President BART Board, 1982 A partner in the San Francisco law firm of Shartsis, Friese & Ginsberg, specializing in complex litigation Wife, Mary Jo, is a partner in the same law firm with the same specialization Graduate of U.C. Berkeley and U.C. Boalt Law School Studied political science at Oxford University in England Resides in Oakland with children, Alexander and Matthew. In 1984, served as ex-officio member of all BART Board standing committees

JOHN GLENN — District 6



First elected to the BART Board of Directors in 1974 Re-elected in 1978 and 1982 BART Board President, 1982 and Vice-President, 1979 Has served as Chairperson of all BART Board standing committees 1984, Vice-chairperson, Administrative Committee 1984, BART representative and Vice-chairperson, Fremont/South Bay Corridor Study Founder and President, John Glenn and Administrators. Past President, East Bay Adjusters Association and California Association of Independent Insurance Adjusters Member, Board of Regents, Holy Family College, Fremont, CA Member, Board of Directors, Civic Bank of Commerce, Oakland and Walnut Creek Graduated from Southeast Missouri State University Resides in Fremont with wife, Betty and three children.

JOHN H. KIRKWOOD — District 9



Elected to the BART Board of Directors, 1974 Re-elected, 1976 and 1980 Unanimously elected President of the Board in 1979 BART Vice-President, 1983 1984, Chairperson, Public Affairs, Access and Legislation Committee 1984, member of BART Liaison with the San Francisco Municipal Railway Served on boards of the Sacramento-Stockton-Bay Area Corridor Study, the Northwest San Francisco Corridor Study and the "BART Trails" Study Board member of San Francisco Planning and Urban Renewal Association (SPUR) and Vice-President, National Association of Railway Passengers Member, Bay Area Electric Railway Association, California Tomorrow, the Planning Conservation League and World Affairs Council Graduate Stanford University Married and resides in San Francisco

President's Message

Building for the Future

This year marks an important turning point for the Bay Area Rapid Transit District. During FY 1983/84, we began a subtle but significant change in the role and function of the District. In order to understand the significance of this shift in focus, it is valuable to pause for a brief review of BART's history.

BART's first decade — from the mid-1960's to the mid-1970's — was the period of its creation and initial operation. During the second decade, BART evolved from a newly-created public works project into a mature public service operation. A brief comparison of BART service in 1976 and BART service today provides a dramatic demonstration of the maturity of the system.

In 1976, BART carried an approximate daily average of 151,000 passengers. We operated slightly more than half of our transit cars each day. There was weekend service only on the Saturdays of holiday weekends and there was no full night service. There was no direct service from Richmond to San Francisco.

As of the end of FY 1983/84, BART averaged over 206,000 passengers each weekday with approximately 90 percent of our rolling stock in service. Trains run on weekends and nights, as well as directly between Richmond and San Francisco. Weekly patronage has increased approximately 80 percent, and patronage is running more than a year ahead of projections.

When I joined BART in 1976, as that second decade began, BART was all too frequently the source of frustration and disappointment for the riding public. Today, we can confidently claim to be one of the premier transit

agencies in the United States. The maturing of the organization has been reflected in the development of a first-class management team at BART, an excellent work force of dedicated employees, and growing stability in our labor relations.

We are now entering BART's third stage of development. Building for the future upon our base of reliable and established operations, this third stage will be marked by service enhancements, increases in capacity, development of the areas around our stations and an enlarged role in regional transit.

As we do this, it is important that BART, like other transit agencies in the Bay Area, make every effort to improve the overall level of transit service in the region. Our collective ability to provide inner-city residents with access to burgeoning new job markets in the East Bay and at the southern end of the Bay Area ultimately may be determined by our ability to provide adequate public transportation throughout the region.

In our efforts to enhance our service, we are presently involved in a plan to expand capacity which includes elements such as the purchase of 150 new transit cars, the building of a turnback and yard facility at Daly City, replacement of train operations monitoring computers in the control center, modification of train operating computers at the wayside, and the construction of additional parking spaces. When these programs are completed, we will have expanded our peak period capacity by 85 percent.

Looking to the future, the BART Board of Directors in FY 1983/84 established a far-reaching program to extend our rails in four

directions to serve the people of our region better. The Metropolitan Transportation Commission has since approved the plan, and we are now looking to the federal government, as well as exploring other sources, for capital to carry out the extension program.

Long before other cities sought massive federal aid in building new transit systems, this region committed its own dollars and taxes to build for the future. As a result, we in the Bay Area believe that, on the national ledger sheet of transit accounting, we have built up an enormous special credit by paying our own way more than most other regions in the country. We believe that our special credit should be honored by federal officials when our transit plans and requests are balanced against the plans and requests of other regions of the country.

Our obligation to undertake both capacity increases and system extensions is clear. Transit use in the Bay Area, unlike in many other major regional centers in the United States, is increasing both in absolute numbers of riders and as a percentage share of the travel market. The Bay Area, in fact, ranks third behind New York City and Chicago in terms of the percentages of work trips taken on public transit.

As we move into our third stage of growth, we must avoid becoming complacent about our day-to-day role of serving the public. We must reinforce our sensitivity to our passengers' needs, and not take our patrons for granted.

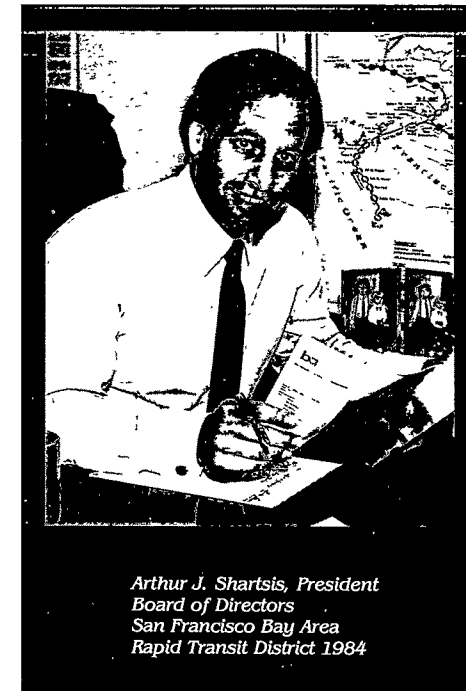
In expanding its role and operations, BART must adhere to its key objective, which is providing safe and reliable transportation to

as many persons as possible at the lowest possible cost. No step forward and no new project should ever be allowed to reduce the quality of our present performance.

This is our plan and our challenge for the future.

I am confident that BART can meet it.

Arthur J. Shartsis



Arthur J. Shartsis, President
Board of Directors
San Francisco Bay Area
Rapid Transit District 1984

Service

A Foundation for the Future

As FY 1983/84 came to a close, BART once again saw several new records set. The year ended with the highest fiscal year ridership since the system opened, with 58.3 million patrons traveling on BART, an 8.5 percent increase over the previous fiscal year.

A record also was set for the highest ridership in a single day on Tuesday, April 3, 1984, when 221,800 trips were recorded. Contributing to the record were 8,000 patrons who rode BART that evening for the opening day of the 1984 Oakland A's baseball season, as well as a Warriors basketball game being played in the Coliseum Arena at the same time.

Records also were broken for the highest monthly weekday average and the highest number of trips in a single month.

The Statistics

The statistics show the increasing public acceptance of BART as a reliable part of the region's transportation system. Records were once again broken for almost every measurement of service.

The highest ridership on a single day came on Tuesday, April 3,

1984, when 221,800 trips were taken on BART. The trend continued into FY 1983/84 with an increase of 8.5 percent over the previous fiscal year.

Trains were 95 percent on time, the highest level of service BART has ever delivered.

BART provided shuttle bus service to the Alameda County Fair in Pleasanton.

In cooperation with AC Transit, shuttle bus service was provided from BART stations in downtown Oakland to the "Festival at the Lake," Alameda County's "Urban Fair," in June 1984. A competition involving guessing BART ridership during the "Festival at the Lake" offered patrons an opportunity to win invitations to a private picnic and seats in a private box at an A's game; transportation was provided to the winners in a special BART car.

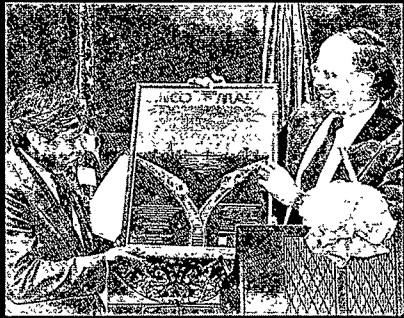
Throughout the year, BART developed special promotions to attract riders during off-peak hours, as well as to assist residents of the three counties with special needs.

Earlier in the fiscal year, a separate competition offered BART patrons an opportunity to win free season tickets to the Oakland Opera.

At appropriate times of the year, voter registration forms and IRS literature were distributed in BART stations.



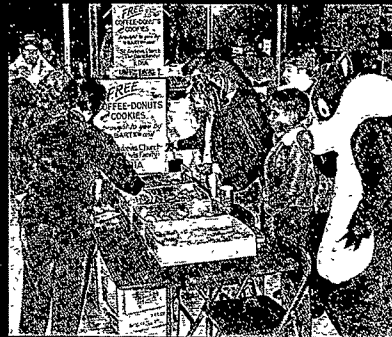
Sunday "Shoppers Specials" trains were introduced for the November/December holiday season, along with a major Christmas promotion and tie-in with the Dickens Fair in downtown Oakland. Also, longer trains were operated for the Easter and Memorial Day weekends.



Cinco de Mayo festivities included entertainment at several stations and presentation of a special tribute to the Honorable Ambassador Licenciado Marcelo Vargas Campos, consul general of Mexico in San Francisco, in ceremonies at the Lake Merritt BART station.



BART once again opened three hours ahead of its Sunday schedule, at 6 a.m., for the "Bay to Breakers" foot race in San Francisco on May 20, 1984. More than 16,000 passengers rode 14 special trains to the event. The addition of four trains and the opening of two more stations than the previous year resulted in a 16 percent increase in ridership on the special trains.



Marriott characters visited BART on Christmas and New Year's holidays, when BART stations offered free coffee and doughnuts as part of the Fifth Annual Safe Holidays celebration. More than 12,000 doughnuts and about 16,000 cups of coffee were served during the celebration, co-sponsored by nine local community service organizations and several local radio stations.



Assisting BART Police with the "Ident-A-Kid" program were characters from Marriott's Great America Theme Park in Santa Clara during November 1983 and again in June 1984. The fingerprinting program for children was a free community service by BART.

The program gave parents a record of their child's fingerprints for identification purposes in situations involving a lost or runaway child or a child who might become a victim of crime. The records are not kept by police departments, but are the sole property of the parents. More than 1500 children were fingerprinted during the program.



The highest monthly weekday average ridership occurred in March 1984, with an average of 206,345. The highest total number of trips in a single month also came in March, with a total of 5,149,677. Part of the increase in patronage in FY 1983/84 is due to the growing use of the BART/MUNI fast pass, introduced in April 1983.

During FY 1983/84, over \$1 million in BART tickets were sold at 52 new "Tickets-To-Go" outlets.

Under the "Tickets-To-Go" program, introduced in September 1983, high-value tickets for the first time were made available at retail outlets and through high employment centers. These new outlets sell \$20 tickets, worth \$21 in BART rides, as well as discount tickets for senior citizens, children and handicapped people. Also, several senior citizen centers signed on in order to make BART discount tickets more accessible to their memberships.

By the close of the fiscal year, patrons had purchased well over \$1 million worth of BART tickets at 52 new "Tickets-To-Go" outlets.

Patron and employee safety are of paramount concern to the District.

Total incidents of patron accidents amounted to 996 during FY 1983/84. Of these accidents, 207 (20.8 percent) were related to train operations. The remaining 789 accidents (79.2 percent) were non-train-related, occurring within stations. The District's patron accident rate for FY 1983/84 is 17.1 incidents per million passenger trips. Since revenue service began in September 1972, BART has carried 440.4 million patrons 5.8 billion passenger miles without a single fatality.

An important measure of employee safety is the amount of work-time lost as a result of industrial injuries expressed as a percentage of hours worked. During FY 1983/84, BART's employee lost-time rate was at a favorably low 0.38 percent.

In matters relating to patron security, BART's 130 sworn officers filed 1,341 reports of crimes against patrons during FY 1983/84. When compared to system usage, this results in a rate of 23.0 patron-related crimes per million passenger trips.

The District continued its ongoing program of emergency preparedness. Emergency procedures drills and training exercises were conducted with fire departments along the system, and a multiple casualty emergency procedures drill was conducted with volunteers from the Daly City Fire Department. San Mateo County Emergency Medical Care volunteers played the role of "victims."

Capital Improvements

Creating the Structure for the Future

At the beginning of FY 1983/84, BART directors took a major step toward planning for the future in adopting the short-range, five-year transit plan, a \$524.5 million blueprint for the steps that will increase capacity by 85 percent by the end of the 1980s.

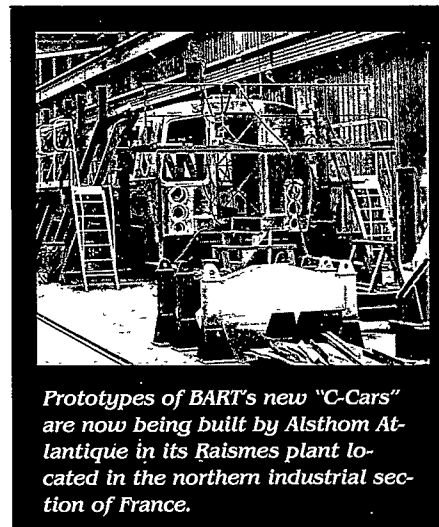
Included in the plan are the purchase of new cars, a new Integrated Control System (ICS), completion of a third track through downtown Oakland, construction of a turnback track and storage yard in Daly City, fire safety improvements to cars, and modifications of the automatic train controls along the trackway.

C-Cars

Work continued in France at the ALSTHOM ATLANTIQUE plant on prototypes of the newly designed C-Cars, 150 of which were ordered by BART in October 1982. The cars can be used as a lead car or in the middle of a train, increasing flexibility as one train can be changed into two shorter trains, or vice versa, without returning to a yard.

Four prototype C-Cars are to be delivered during FY 1984/85, with extensive testing scheduled prior to acceptance. These cars will include all of the fire safety improvements presently being made to the current fleet.

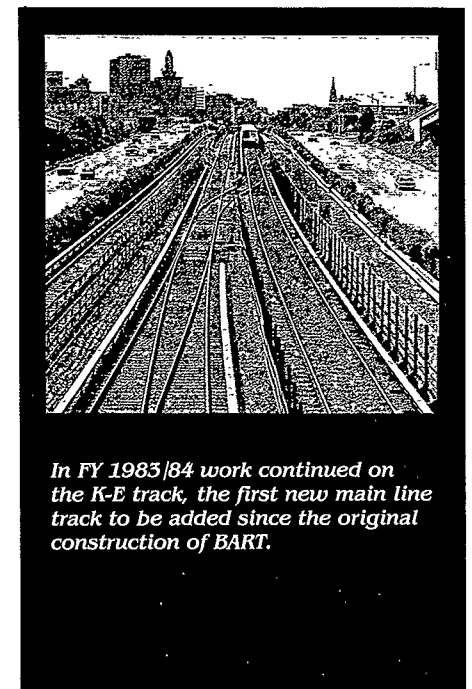
BART expects to obtain federal funds for approximately 47 percent of the total estimated cost of \$279 million.



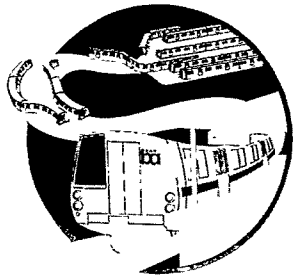
Prototypes of BART's new "C-Cars" are now being built by Alsthom Atlantique in its Raismes plant located in the northern industrial section of France.

New Train Control Computer Systems

During FY 1983/84, work progressed on the new Integrated Control System (ICS) to replace the present central control computers. The new system, which supervises main line train movements, is designed to accommodate the operation of 75 trains on the system at one time. This is more than a 50 percent increase over the capacity of the present system and will



In FY 1983/84 work continued on the K-E track, the first new main line track to be added since the original construction of BART.



A vital element in the expansion of BART capacity to carry more passengers is the Daly City Turnback, to be located south of the Daly City BART Station, which permits a faster turn-around of BART trains.

K-E Track

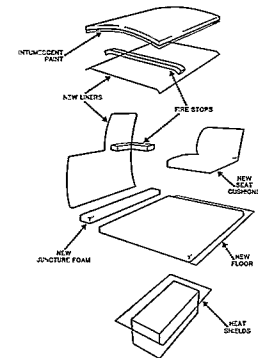
Work continued on the final phase of the K-E track, installation of running rail, power equipment and the wayside control system from the Oakland West BART station to the MacArthur BART station. When completed in 1985, the 1.5 mile connection, which goes through a third tunnel from Washington Street to 23rd Street, will be the first addition of main line track since BART's original construction.

The K-E track will provide an additional route through the congested Oakland WYE and also can be used for train storage.

Total cost of this project is \$24 million, with approximately 80 percent coming from federal funds.

Daly City Turnback and Storage Yard

Engineering studies were completed for the Daly City Turnback

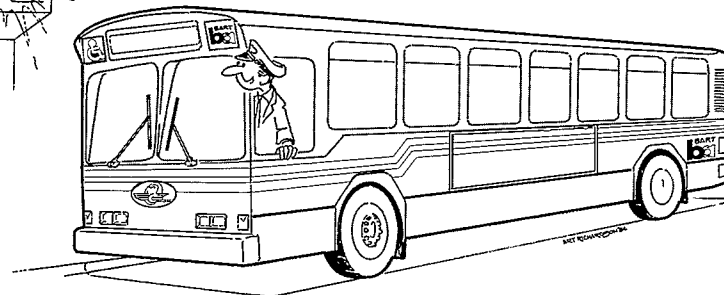
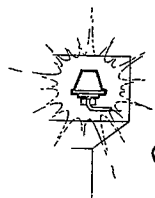


The objective of BART's \$21 million "fire-hardening" program is to make BART cars among the most fire safe in the world.

have an add-on capacity, allowing for systemwide operation of 115 trains at one time. This feature will accommodate future extensions of the rail system.

Completion of the first phase of ICS is scheduled for January, 1987, and is estimated to cost approximately \$25.5 million.

Development of an improved on-board automatic train control system was begun by Westinghouse Electric Corporation during FY 1983/84, with the prototype system due for delivery in time for testing with the prototype C-Cars.



The special beacon light located at five of BART's east bay stations signals the drivers of BART Express Buses that a train is entering the station.

and Storage Yard, with construction scheduled to begin during FY 1984/85. The project will allow trains to reverse direction from the Daly City terminal at more frequent intervals, as well as provide critical train storage to support West Bay operations.

Federal funds are anticipated for approximately 74 percent of the \$150 million project. The turnback is scheduled for completion by late 1987 and the yard is to be completed during the spring of 1988.

Fire Safety Improvements

BART put on public display a "fire-hardened" transit car on November 29, 1983, the first of the 439-car fleet undergoing extensive retrofitting to reduce the possibility of fire on board or under a BART car. By the end of FY 1983/84 work on 20 cars had been completed.

The \$21 million program, with 28 percent of the cost coming from federal funds, involves retrofitting each car with a heat-resistant liner and replacing the polyurethane floor with a balsa and metal floor. BART has replaced seat cushions with a low smoke neoprene material, which has already proven its ability to resist fires in scattered arson attempts.

Wayside Train Controls

At the close of FY 1983/84 the System Performance Study produced initial insights into the types of modifications to the wayside automated train control (ATC) which will be required to achieve a 2.25-minute headway. These modifications will be an integral part of BART's capacity expansion.

Improving Station Access

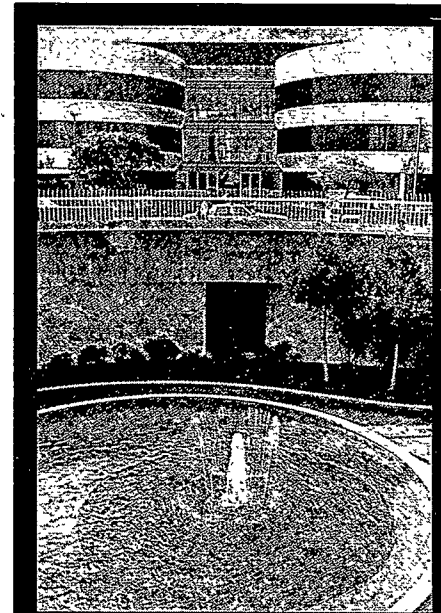
BART took a number of steps to make it easier for patrons to reach stations, including improving bus lanes and adding parking spaces.

A busway canopy was installed at the Daly City BART station.

Bus lanes and station access roads were improved at the Bay Fair, Concord, El Cerrito Del Norte, Fremont, Fruitvale, Hayward, Richmond, San Leandro, and Union City BART stations.

For the convenience of patrons who make connections between BART and AC Transit buses each day, special beacon lights were installed at five BART East Bay stations to indicate to passengers that a train is arriving at the station platform, as well as to signal bus drivers to wait for passengers who are leaving the train. The lights are controlled by a microprocessor, triggered as the trains approach the station.

A new midday parking lot opened at the Glen Park BART station in San Francisco, and work began on plans to complete 1,190 additional parking spaces by the end of FY 1984/85.



Located across the street from BART's Administration Building, in downtown Oakland, the MetroCenter is the first governmental condominium in the area and houses the staffs of the Association of Bay Area Governments, the Metropolitan Transportation Commission, and a portion of the BART staff.

MetroCenter Opens

In March, some 150 BART employees moved into the recently completed MetroCenter, the \$12.6 million, four-story governmental condominium located across the street from the Lake Merritt Administration Building.

BART occupies 42,133 square feet of the building, which it shares with the Metropolitan Transportation Commission and the Association of Bay Area Governments. All of BART engineering personnel are now located next to the main administrative facility.

A new central telephone system also was installed in March, eliminating the need for all outside calls to go through the central switchboard.

Finance

Funding the Present and the Future

BART ended the year on a sound financial basis. Total operating expense was 6.1 percent below budget and total revenue was 1.7 percent above budget, although net passenger revenue was 0.8 percent under budget.

Total operating expenditures for FY 1983/84 were \$134.0 million, compared to a budgeted amount of \$142.8 million adopted in June 1983.

Operating Revenue

Net passenger revenue in FY 1983/84 was \$65.5 million, com-

pared to \$61.0 million for the previous fiscal year. Total operating

revenue (including interest income and income from advertising in trains and stations) was \$72.6 million for FY 1983/84, or 9.0 percent higher than the previous fiscal year.

The District's farebox ratio remained above the 40 percent objective at 48.9 percent, about the same as last year's 49.1 percent.

The operating ratio, the ratio of passenger fares and other operating revenues to operating expenses, was 54.1 percent, up from

last year's operating ratio of 53.6 percent.

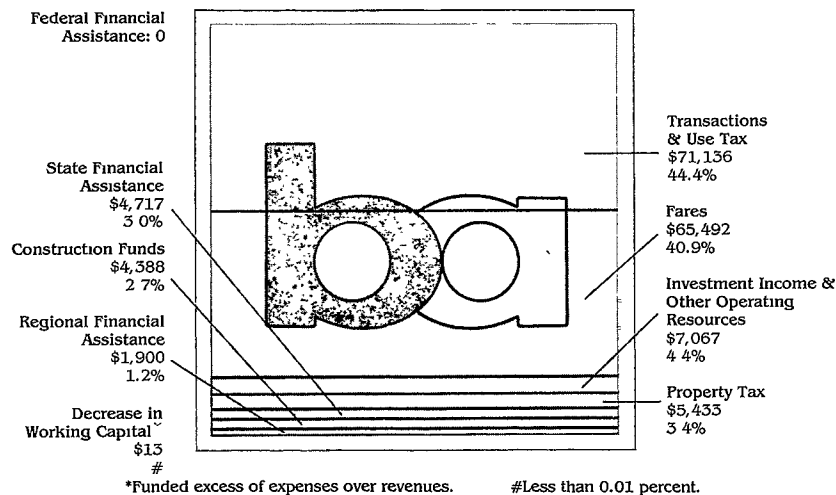
Rail cost per passenger mile was 16.6 cents, well below the budgeted level of 18.1 cents. This compares favorably to the previous year's rail cost per passenger mile of 16.2 cents, an increase of only 2.5 percent.

Other Resources

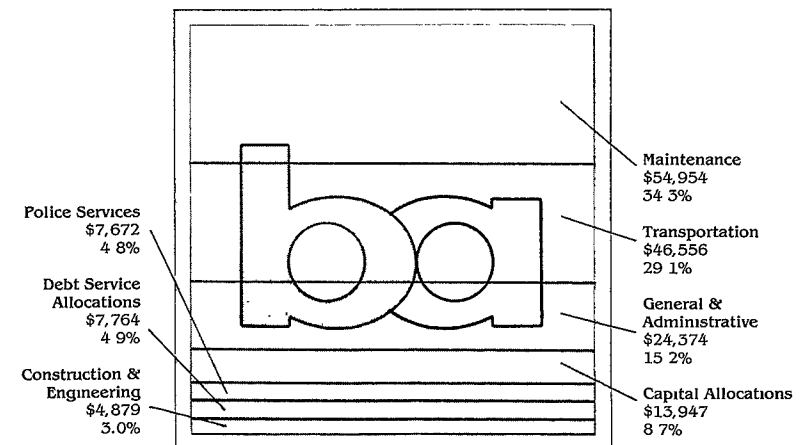
In addition to these funds, BART received \$71.1 million in revenues
(Continued on page 10)

1983/84 Operating Funds – \$160,146,000 (Including Capitalized Costs)

Where Funds Came From (in thousands)



How Funds Were Applied (in thousands)



PERFORMANCE HIGHLIGHTS

	FY 1983/84	FY 1982/83
Rail Ridership		
Annual passenger trips	58,277,463	53,699,387
Average weekday trips	202,536	186,293
Average trip length	13.1 miles	13.5 miles
Annual passenger miles	761,799,000	725,077,000
System utilization ratio (passenger miles to available seat miles)	35.4%	34.5%
End-of-period ratios:		
Peak patronage	51.9%	54%
Offpeak patronage	48.1%	46%
BART's estimated share of peak period transbay trips — cars, trains & buses	36.8%	35.5%
Passengers with automobile available (as alternative to BART)	57%(a)	57%
Operations		
Annual revenue car miles	29,852,000	29,177,000
Unscheduled train removals — average per revenue day	2.2	4.5
Transit car availability to revenue car fleet (b)	89.6%	89.1%
Passenger miles per equivalent gallon of gasoline	84.8	81.0

	FY 1983/84	FY 1982/83
Passenger accidents reported per million passenger trips	17.09	16.24(c)
Patron-related crimes reported per million passenger trips	23.01	18.99
Financial		
Net passenger revenues	\$ 65,492,000	60,965,000
Other operating revenues	7,067,000	5,618,000
Total operating revenues	72,559,000	66,583,000
Net operating expenses	134,047,000	125,281,000
Farebox ratio (net passenger revenues to net operating expenses)	48.85%	49.07%
Operating ratio (total operating revenues to net operating expenses)	54.12%	53.59%
Net rail passenger revenue per passenger mile	8.4¢	8.2¢(c)
Rail operating cost per passenger mile	16.6¢	16.2¢
Net average rail passenger fare (d)	\$1.10	\$1.11

Notes

General note: Data represent annual averages unless otherwise noted.

(a) Updated figures not available

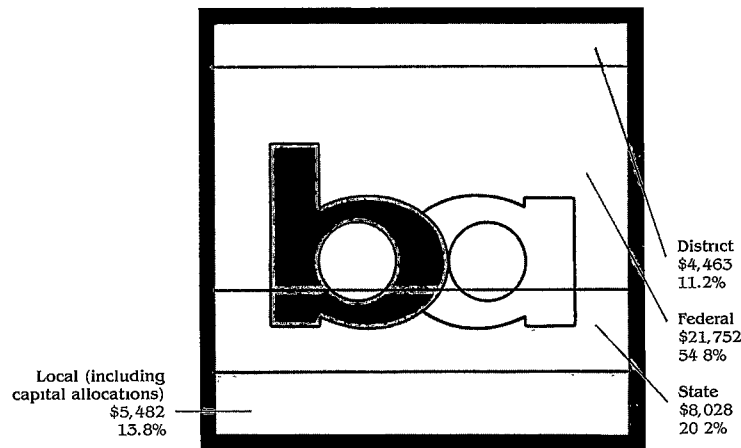
(b) At 8 a.m. each day

(c) Revised

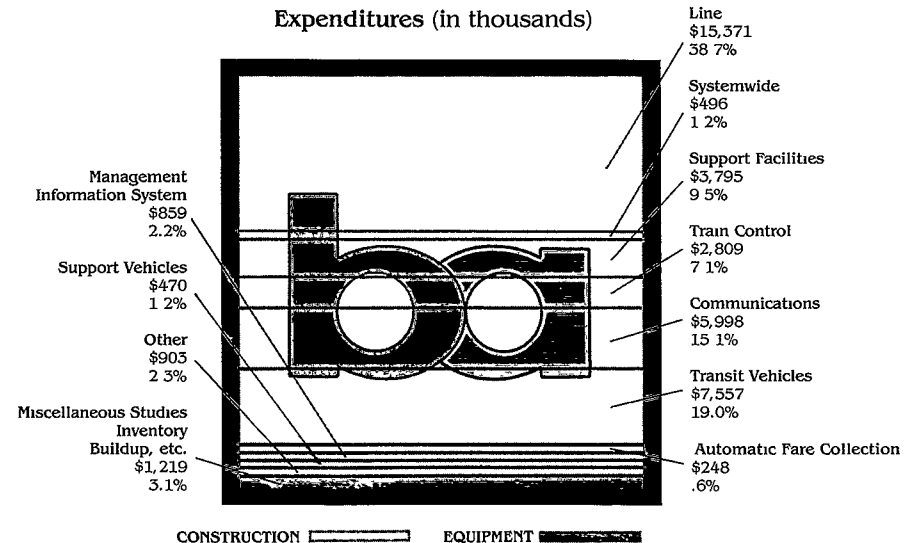
(d) Includes BART/MUNI Fast Pass beginning April 1983

1983/84 Capital Funds \$39,725,000

Source of Funds (in thousands)



Expenditures (in thousands)



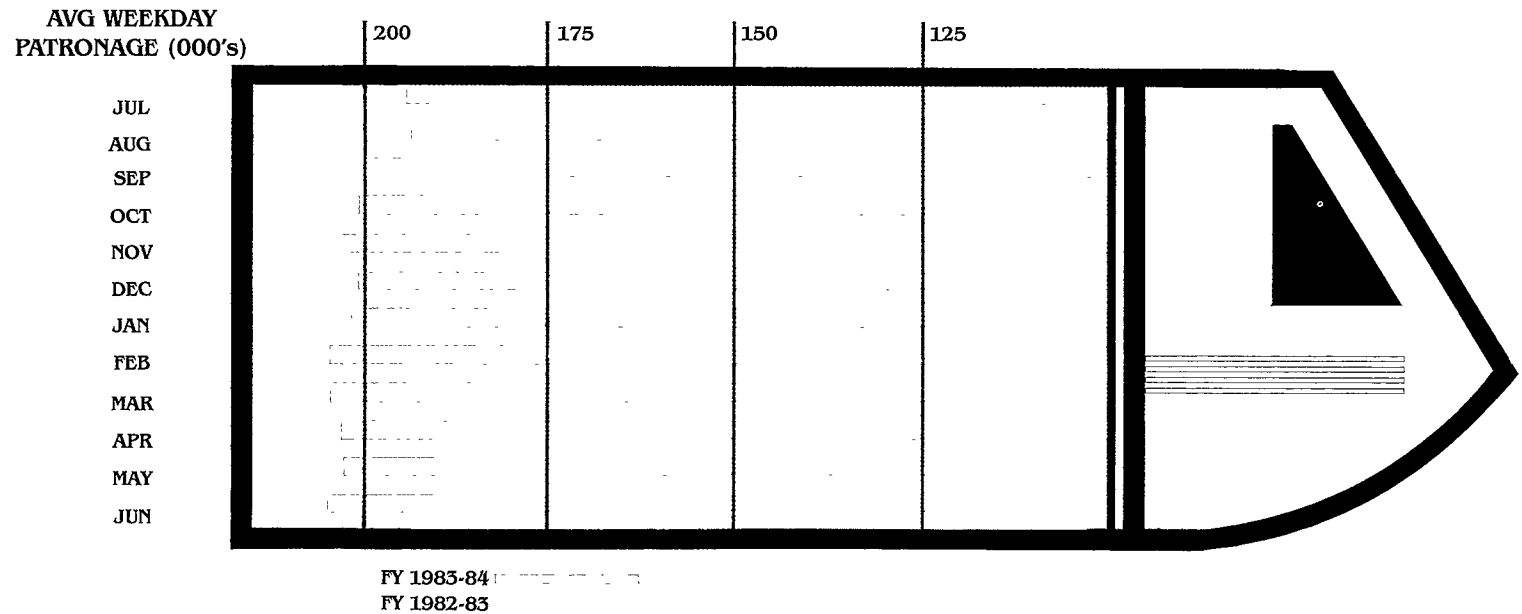
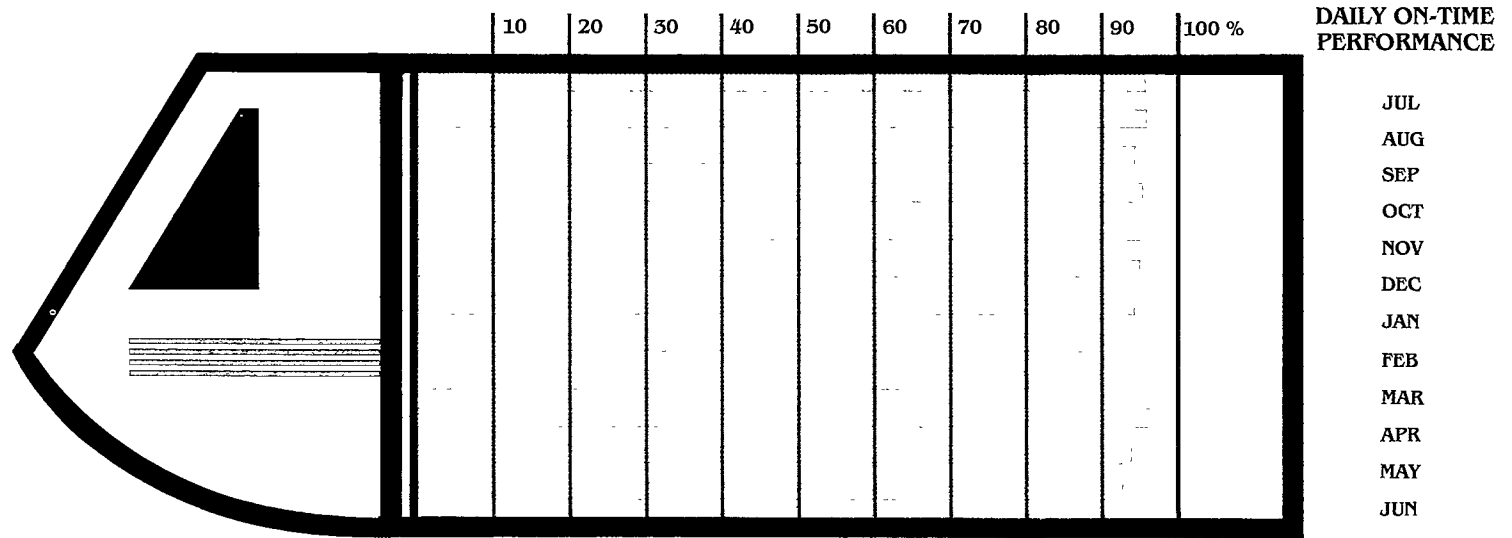
CONSTRUCTION EQUIPMENT

Other Revenues—continued
 from 75 percent of the one-half cent transit sales tax in the three BART counties, \$6.6 million in State Transportation Development Act (TDA) funds and State Transit Assistance (STA), and \$5.4 million in property tax as its share of the one percent maximum property tax available to all local governments.

Directors once again were able to reduce the property tax BART levies for repayment of the general obligation bonds approved by voters in 1962 for construction of the system. Directors set a tax rate of 6.17 cents per one hundred dollars of assessed value, down from 6.28 cents the previous fiscal year. The property tax generated revenues of \$50.7 million from property owners in Alameda, Contra Costa and San Francisco Counties, the three counties making up the district.

In the city of Berkeley, where voters approved a special service district in 1966 to finance subway construction through their city, the Board of Directors set a property tax rate of 2.94 cents per hundred dollars of assessed valuation, which raised revenues of \$702,000.

During FY 1983/84, BART awarded a total of \$7.55 million in goods and services contracts to Disadvantaged Business Enterprises (DBE) and Women Business Enterprises (WBE). This represents 29.2 percent of the total of \$25.54 million let for such contracts. This was 14.9 percent above last fiscal year and 9.2 percent above the District's DBE/WBE goal of 20 percent.



Financial Statements

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, 1984 and 1983 and the related statements of operations, changes in net capital investment, changes in financial position, and revenues, expenditures and fund balances of debt service funds 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, 1984 and 1983 and the results of its operations and the changes in its financial position for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

Adams, Grant, White & Co.
Certified Public Accountants
August 31, 1984

Main Hurdman
Certified Public Accountants

BALANCE SHEET

June 30, 1984 and 1983 (In Thousands)

	1984	1983
ASSETS		
Cash (including time deposits: 1984, \$10,807; 1983, \$15,500)	\$ 12,438	\$ 17,273
Securities	169,548	132,259
Securities representing reserves	34,684	45,502
Deposits, notes and other receivables	45,503	22,610
Construction in progress	67,191	53,288
Facilities, property and equipment — at cost (less accumulated depreciation and amortization: 1984, \$286,959; 1983, \$257,350)	1,292,378	1,296,115
Materials and supplies — at average cost	13,134	12,701
Debt service funds, net assets	38,619	21,859
	<u>\$1,673,495</u>	<u>\$1,601,607</u>
LIABILITIES AND CAPITALIZATION		
Notes payable	\$ 16,000	\$ —
Payroll and other liabilities	44,938	35,966
Unearned passenger revenue	1,432	1,382
Debt service funds	38,619	21,859
	<u>100,989</u>	<u>59,207</u>
Capitalization:		
Reserves	34,684	45,502
General Obligation Bonds	568,485	597,450
Sales Tax Revenue Bonds	65,000	65,000
Net Capital Investment	904,337	834,448
	<u>1,572,506</u>	<u>1,542,400</u>
	<u>\$1,673,495</u>	<u>\$1,601,607</u>

STATEMENT OF OPERATIONS

Years Ended June 30, 1984 and 1983 (In Thousands)

	1984	1983
Operating revenues:		
Fares	\$ 72,125	\$ 67,491
Less discounts and other deductions	6,633	6,526
	<u>65,492</u>	<u>60,965</u>
Other	1,350	1,058
Investment income	5,717	4,560
	<u>72,559</u>	<u>66,583</u>
Operating expenses:		
Transportation	46,556	45,658
Maintenance	54,954	50,906
Police services	7,672	6,570
Construction and engineering	4,879	4,261
General and administrative	24,374	21,792
	<u>138,435</u>	<u>129,187</u>
Less capitalized costs	4,388	3,906
	<u>134,047</u>	<u>125,281</u>
Operating loss before depreciation expense	61,488	58,698
Depreciation (unfunded):		
Of assets acquired with own funds	16,819	16,870
Of assets acquired with grants and contributions by others	13,359	12,204
	<u>30,178</u>	<u>29,074</u>
Total depreciation	30,178	29,074
	<u>91,666</u>	<u>87,772</u>
Operating loss		
	91,666	87,772
Financial assistance:		
Transactions and use tax	71,136	62,847
Property tax	5,433	5,068
State	4,717	2,439
Transportation Development Act of 1971	1,900	3,000
Debt service allocations	(7,764)	(4,525)
Capital allocations	(13,947)	(10,720)
	<u>61,475</u>	<u>58,109</u>
Total financial assistance	61,475	58,109
	<u>30,191</u>	<u>29,663</u>
Net loss		
	30,191	29,663
Depreciation of assets acquired with grants and contributions by others		
	<u>13,359</u>	<u>12,204</u>
	<u>\$ 16,832</u>	<u>\$ 17,459</u>
Net loss transferred to accumulated deficit		
	\$ 16,832	\$ 17,459
Reconciliation to net funded deficit:		
Operating loss before depreciation expense	\$ 61,488	\$ 58,698
Deduct financial assistance	61,475	58,109
	<u>\$ 13</u>	<u>\$ 589</u>
Funded excess of expenses over revenues	\$ 13	\$ 589

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CHANGES IN NET CAPITAL INVESTMENT

Years Ended June 30, 1984 and 1983 (In Thousands)

	Property Tax	Transactions and Use Tax	Grants and Contributions	Depreciation and Retirements of Assets Acquired With Grants and Contributions by Others	Accumulated Deficit	Interest on Capital	Reserves	Net Capital Investment
Balance, July 1, 1982	\$179,430	\$150,000	\$568,085	\$ (86,216)	\$(126,220)	\$151,513	\$(47,017)	\$789,575
Net loss for the year	—	—	—	—	(17,459)	—	—	(17,459)
Proceeds from grants and contributions	—	—	31,214	—	—	—	—	31,214
Depreciation of assets acquired with grants and contributions by others	—	—	—	(12,204)	—	—	—	(12,204)
Interest on capital	—	—	—	—	—	14,687	—	14,687
Establishment of operating reserve	—	—	—	—	—	—	(7,500)	(7,500)
Decrease in vehicle replacement reserve	—	—	—	—	—	—	5,000	5,000
Decrease in system completion reserve	—	—	—	—	—	—	291	291
Decrease in system improvement reserve	—	—	—	—	—	—	3,724	3,724
Bond principal	27,120	—	—	—	—	—	—	27,120
Balance, June 30, 1983	206,550	150,000	599,299	(98,420)	(143,679)	166,200	(45,502)	834,448
Net loss for the year	—	—	—	—	(16,832)	—	—	(16,832)
Proceeds from grants and contributions	—	—	43,640	—	—	—	—	43,640
Depreciation of assets acquired with grants and contributions by others	—	—	—	(13,359)	—	—	—	(13,359)
Interest on capital	—	—	—	—	—	16,657	—	16,657
Establishment of construction fund reserve	—	—	—	—	—	—	(2,133)	(2,133)
Increase in construction fund reserve	—	—	—	—	—	—	(117)	(117)
Decrease in system completion reserve	—	—	—	—	—	—	3	3
Decrease in system improvement reserve	—	—	—	—	—	—	8,565	8,565
Decrease in operating reserve	—	—	—	—	—	—	4,500	4,500
Bond principal	28,965	—	—	—	—	—	—	28,965
Balance, June 30, 1984	<u>\$235,515</u>	<u>\$150,000</u>	<u>\$642,939</u>	<u>\$(111,779)</u>	<u>\$(160,511)</u>	<u>\$182,857</u>	<u>\$(34,684)</u>	<u>\$904,337</u>

The accompanying notes are an integral part of these financial statements.

NOTES TO FINANCIAL STATEMENTS

1—Summary of Significant Accounting Policies

Description of District

The San Francisco Bay Area Rapid Transit District is a public agency created by the legislature of the State of California in 1957 and regulated by the San Francisco Bay Area Rapid Transit District Act, as amended. The District does not have stockholders or equity holders and is not subject to income tax. The disbursement of all funds received by the District is controlled by statutes and by provisions of various grant contracts entered into with Federal and State agencies.

Securities

It is the District's policy to hold investments until their maturity and, accordingly, securities are carried at cost. At June 30, 1984 and 1983, cost exceeded market value by \$7,067,000 and \$1,610,000, respectively. The face value of securities exceeded cost at June 30, 1984 and 1983.

Facilities, Property and Equipment

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 depreciation of assets acquired with District funds is distinguished from depreciation of assets acquired with grants and contributions by others. The latter amount is shown on the statement of changes in net capital investment with the related grants and contributions.

Federal and State Grants

The District receives amounts from both Federal and State governments to assist in operations and for capital or other projects. Grants for capital and other projects are recorded as additions to net capital investment on receipt. Grants for operating expenditures are included as financial assistance in the statement of operations.

STATEMENT OF CHANGES IN FINANCIAL POSITION
Years Ended June 30, 1984 and 1983 (In Thousands)

	1984	1983
Cash and securities (used) provided by:		
Operations:		
Net loss transferred to accumulated deficit	\$(16,832)	\$(17,459)
Deduct expenses not requiring cash:		
Depreciation of assets acquired with own funds	16,819	16,870
Cash and securities (used) by operations	(13)	(589)
Issuance of Sales Tax Anticipation Notes	16,000	—
Issuance of Sales Tax Revenue Bonds	—	65,000
Contributions from U.S. Government grants and others	43,640	31,214
Increase in payroll and other liabilities	8,972	7,424
Increase in unearned passenger revenue	50	132
Interest on capital	16,657	14,687
Total cash and securities provided	<u>85,306</u>	<u>117,868</u>
Cash and securities applied to:		
Increase in deposits, notes and other receivables	22,893	13,461
Additions to construction in progress	13,903	11,206
Additions to facilities, property and equipment	26,441	23,324
Additions to materials and supplies	433	778
Total cash and securities applied	<u>63,670</u>	<u>48,769</u>
Increase in cash and securities	<u>\$ 21,636</u>	<u>\$ 69,099</u>

The accompanying notes are an integral part of these financial statements.

DEBT SERVICE FUNDS STATEMENT OF REVENUES, EXPENDITURES, AND FUND BALANCES
Years Ended June 30, 1984 and 1983 (In Thousands)

	-----Year Ended June 30, 1984-----				Year Ended June 30, 1983 Combined
	General Obligation Bonds	Sales Tax Revenue Bonds	Sales Tax Anticipation Notes	Combined	
Revenues:					
Property tax	\$50,899	\$ —	\$ —	\$50,899	\$48,004
District deposits for principal payment	—	—	16,000	16,000	—
Bond proceeds	—	—	—	—	6,308
Accrued interest from bond sale	—	—	—	—	210
Allocations from District revenues	—	6,785	979	7,764	4,525
Interest	2,087	509	138	2,734	2,703
Total Revenues	<u>52,986</u>	<u>7,294</u>	<u>17,117</u>	<u>77,397</u>	<u>61,750</u>
Expenditures:					
Interest	24,488	6,308	—	30,796	27,379
Principal	28,965	—	—	28,965	27,120
Bond service expense	—	6	—	6	3
Interest transmitted to District	—	870	—	870	128
Total Expenditures	<u>53,453</u>	<u>7,184</u>	<u>—</u>	<u>60,637</u>	<u>54,630</u>
Balance, beginning of year	(467)	110	17,117	16,760	7,120
Total Balance, beginning of year	<u>12,019</u>	<u>9,840</u>	<u>—</u>	<u>21,859</u>	<u>14,739</u>
Balance, end of year	<u>\$11,552</u>	<u>\$9,950</u>	<u>\$17,117</u>	<u>\$38,619</u>	<u>\$21,859</u>
Represented by:					
Cash (including time deposits: 1984, None; 1983, \$200)	\$ 23	\$ —	\$ —	\$ 23	\$ 228
Securities	9,903	—	—	9,903	10,109
Taxes and interest receivable	1,626	—	—	1,626	1,682
Assets with fiscal agent	—	9,950	17,117	27,067	9,840
Total Represented by	<u>\$11,552</u>	<u>\$9,950</u>	<u>\$17,117</u>	<u>\$38,619</u>	<u>\$21,859</u>

NOTES TO FINANCIAL STATEMENTS—CONT'D

Sales Tax Revenue

The one-half percent transactions and use tax is collected and administered by the State Board of Equalization. Of the amounts available for distribution, 75% is transmitted directly to the District's appointed trustee for the purpose of paying bond and note interest, principal and expenses. Monies not required for these purposes are transmitted to the District. The District records the total taxes received as transactions and use tax and the amount retained by the trustee as special deposits and debt service allocations upon receipt of the net amount. The State Board of Equalization estimates that transactions and use tax revenues for the period April 1, 1984 to June 30, 1984 will be approximately \$15,525,000. Of this amount, \$4,657,500 had been received and recorded by the District. Comparable figures for 1983 were \$13,365,000 and \$4,009,500, respectively.

Property Tax Revenue

The District receives property tax revenues to service the debt requirements of the General Obligation Bonds and records these revenues in the debt service funds. It also receives an allocation of property tax revenues to provide for general and administrative expenses not involving construction, although such revenues may be used for construction if needed. The District records this property tax allocation as financial assistance.

Interest Earned on Capital Sources

The District accounts for interest earned on capital sources as an increase in net capital investment to recognize that this interest should be directly associated with the capital which gives rise to the interest and which is not available for current operations.

In accordance with this policy, management allocated to net capital investment \$11,766,000 of interest revenue earned on assets held in the General Operating Fund but which related to capital projects.

Self-Insurance

The District is largely self-insured for worker's compensation, general liability claims, and major property damage. The District records the costs of self-insured claims and major property damage when they are incurred.

Capital Allocations

The Board of Directors allocates a portion of unrestricted financial assistance and general fund revenues to net capital investment for capital projects.

NOTES TO FINANCIAL STATEMENTS—CONT'D

2—Reserves

Securities are separately classified on the balance sheet to reflect designation by the Board of Directors of a portion of the District's capitalization as reserves for the following purposes:

	------(In Thousands) -----	
	1984	1983
Basic System Completion	\$12,287	\$12,290
System Improvement	8,147	16,712
Construction	2,250	—
Self-Insurance	9,000	9,000
Operating	3,000	7,500
	<u>\$34,684</u>	<u>\$45,502</u>

3—Facilities, Property and Equipment

Facilities, property and equipment, assets lives, and accumulated depreciation and amortization at June 30, 1984 and 1983 are summarized as follows:

	Lives (Years)	------(In Thousands) -----			
		-----1984-----		-----1983-----	
		Cost	Accumulated Depreciation and Amortization	Cost	Accumulated Depreciation and Amortization
Land	—	\$ 113,134	\$ —	\$ 108,263	\$ —
Improvements	80	1,062,480	138,559	1,050,753	125,171
System-wide operation and control	20	114,353	49,939	112,761	44,390
Revenue transit vehicles	30	157,663	51,845	155,963	46,596
Service and miscellaneous equipment	3 to 20	20,775	10,114	18,792	8,543
Capitalized construction and start-up costs	30	103,557	34,288	99,437	30,647
Repairable property items	30	7,375	2,214	7,496	2,003
		<u>\$1,579,337</u>	<u>\$286,959</u>	<u>\$1,553,465</u>	<u>\$257,350</u>

4—General Obligation Bonds

	Composite Interest Rate	Year Last Series Matures	------(In Thousands) -----					
			Original Amount		-----1984-----		-----1983-----	
			Authorized	Issued	Due in 1 Year	Total	Due in 1 Year	Total
1962 District Bonds	3.97%	1999	\$792,000	\$792,000	\$30,350	\$560,925	\$28,575	\$589,500
1966 Special Service District Bonds	4.37%	1998	20,500	12,000	410	7,560	390	7,950
			<u>\$812,500</u>	<u>\$804,000</u>	<u>\$30,760</u>	<u>\$568,485</u>	<u>\$28,965</u>	<u>\$597,450</u>

4—General Obligation Bonds—cont'd

In 1962, voters of the member counties of the District authorized a bonded indebtedness totaling \$792 million of General Obligation Bonds. Payment of both principal and interest is provided by the levy of District-wide property taxes. During 1966, City of Berkeley voters formed Special Service District No. 1 and authorized the issuance of \$20.5 million of General Obligation Bonds for construction of subway extensions within that city. Payment of both principal and interest is provided by taxes levied upon property within the Special Service District. Bond principal is payable annually on June 15 and interest is payable semiannually on June 15 and December 15 from debt service funds. Interest of \$11,401,000 on General Obligation Bonds and \$166,000 on Special Service District No. 1 Bonds is payable on December 15, 1984.

The following is a schedule of principal repayments required under General Obligation Bonds as of June 30, 1984 (in thousands):

Year Ending June 30	1962 District Serial Bonds	1966 Special Service District Bonds	Total
1985	\$ 30,350	\$ 410	\$ 30,760
1986	32,400	420	32,820
1987	34,225	440	34,665
1988	36,250	460	36,710
1989	38,400	480	38,880
Later Years	389,300	5,350	394,650
	<u>\$560,925</u>	<u>\$7,560</u>	<u>\$568,485</u>

NOTES TO FINANCIAL STATEMENTS—CONT'D

5—Sales Tax Revenue Bonds

	Year Last Series Matures	(In Thousands)					
		Original Amount		1984		1983	
		Authorized	Issued	Due in 1 Year	Total	Due in 1 Year	Total
1969 Sales Tax Revenue Bonds	1977	\$150,000	\$150,000	\$ —	\$ —	\$ —	\$ —
1982 Sales Tax Revenue Bonds	2008	65,000	65,000	490	65,000	—	65,000
		<u>\$215,000</u>	<u>\$215,000</u>	<u>\$490</u>	<u>\$65,000</u>	<u>\$ -0-</u>	<u>\$65,000</u>

The 1969 Legislature of the State of California authorized the District to impose a ½% transactions and use tax within the District and issue Sales Tax Revenue Bonds totaling \$150 million. The State Legislature later extended the tax to June 30, 1978 and authorized the District to issue bonds totaling \$24 million to be used for operations. Payment of these Sales Tax Revenue Bonds was completed by June 30, 1978.

On September 30, 1977, the Governor signed legislation which extended the transactions and use tax indefinitely. The tax is collected and administered by the State Board of Equalization. Of the amounts available for distribution, 75% is allocated to the District and 25% is allocated by the Metropolitan Transportation Commission to the District, the City and County of San Francisco, and the Alameda-Contra Costa Transit District for transit services on the basis of regional priorities established by the Commission.

In October 1982, the District issued revenue bonds totaling \$65 million to pay a portion of the cost of acquisition of 150 rail transit vehicles and related automatic train control equipment for use in the District's existing rapid transit system. The 1982 Bonds are special obligations of the District payable from and secured by a pledge of revenues, including certain sales tax revenues, all passenger fares and certain property tax revenues. Bond coupon rates range from 7% to 10% depending upon the various maturity dates. The bonds maturing on or after July 1, 1992 are redeemable prior to maturity at the option of the District on various dates at prices ranging from 103% to 100%. The bonds maturing July 1, 2008 are also subject to redemption to satisfy sinking account installments on or after July 1, 2002 at 100%.

Taxes collected by the State Board of Equalization are transmitted directly to the appointed trustee for the purpose of paying bond interest semiannually on July 1 and January 1, principal annually on July 1 and expenses of the trustee. Monies not required for these purposes are transmitted to the District. Interest of \$3,154,000 is payable on July 1, 1984. Additionally, the trustee retains amounts needed for the payment of principal and interest on \$16 million Sales Tax Anticipation Notes maturing in July 1984 (see Note 6). Taxes received by the trustee during the current fiscal year were \$71,136,000 of which \$23,764,000 was retained by the trustee for the above purposes and \$47,372,000 was transmitted to the District. The District records the total taxes received as transactions and use tax and the amount retained by the trustee as special deposits and debt service allocations upon receipt of the net amount.

The following is a schedule of principal repayments required under Sales Tax Revenue Bonds as of June 30, 1984 (in thousands):

Year Ending June 30	1982 Sales Tax Revenue Bonds
1985	\$ 490
1986	545
1987	610
1988	685
1989	765
Later years	61,905
	<u>\$65,000</u>

6—Sales Tax Anticipation Notes

In July 1983, the District issued \$16 million in subordinated Sales Tax Anticipation Notes to provide interim financing to defray operating expenses payable from the General Operating Fund of the District. These notes are payable from taxes, revenue, and other moneys received by the General Operating Fund for fiscal year 1983/1984. Interest of \$979,000 is payable in July 1984, when the notes mature.

7—U.S. Government Grants

Capital

The U.S. Government, under grant contracts with the District, provides financial assistance for capital projects. Grants for capital projects are recorded as additions to net capital investment when received. A summary of Urban Mass Transportation Administration Grants in force at June 30, 1984 is as follows:

Type of Grant	(In Thousands)	
	Maximum Grant	Funds Received
Beautification	\$ 1,961	\$ 1,961
Demonstration	13,360	13,331
Capital	439,637	340,170
	<u>\$454,958</u>	<u>\$355,462</u>

8—Litigation and Disputes with Contractors and Others

The District is involved in various lawsuits, claims and disputes, which for the most part, are normal to the District's operations. In the opinion of management, the costs that might be incurred, if any, would not materially affect the District's financial position or operations.

9—Public Employees' Retirement System

The District contributes to the Public Employees' Retirement System. The System is a contributory pension plan providing retirement, disability, and death benefits to employees of certain state and local governmental units. Substantially all full-time employees of the District are covered by the System. Pension costs of the System are determined actuarially and required contributions are expensed currently. Pension expense was \$7,505,000 and \$6,111,000 in 1984 and 1983, respectively.

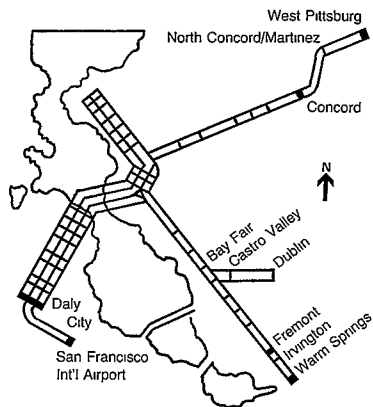
10—Deferred Compensation Plan

The District has deposited funds with a custodian pursuant to the District's deferred compensation plan. These deposits together with earnings had a market value of \$11,070,000 as of June 30, 1984. This amount is reflected on the balance sheet in deposits, notes and other receivables and in payroll and other liabilities.

11—Subsequent Events

In July 1984, the District sold \$19,860,000 in subordinated Sales Tax Anticipation Notes to defray operating expenses payable from the General Operating Fund of the District. In addition, the District sold \$10,900,000 in Grant Anticipation Notes to provide short-term financing for certain capital expenditures. The issuance of these temporary notes is in anticipation of the receipt of taxes, grants, revenue, and other moneys to be received by the General Operating Fund of the District during or allocable to fiscal year 1984/1985.

Looking to the Future



Phase I Extensions — Adopted February, 1984

Extension of Services and Capacity

Acquisition of station sites for extension is in progress with the initial effort focusing on the complete acquisition of parcels in Phase I of the BART Extension Policy. Interim usage of these sites will be coordinated with the District's planned improvements to its Express Bus program to provide freeway-oriented, park/ride lots for the Express Bus operations.

Properties acquired for extension of the 71-mile basic system include two parcels in Castro Valley for the Livermore-Pleasanton extension, one parcel in Pittsburg for

the West Pittsburg station, three parcels in Antioch for the Antioch station and one parcel in Fremont for the Irvington station.

Phase I of the BART Extension Policy extends the system to North Concord/West Pittsburg, Irvington/Warm Springs, Castro Valley/Dublin and Daly City to San Francisco Airport in accordance with a policy commitment to an extension for San Francisco.

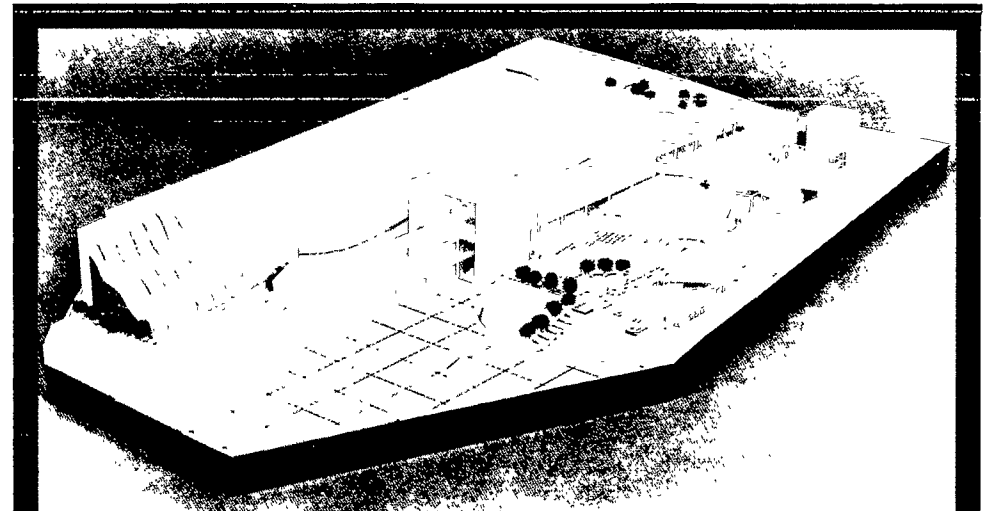
Station Area Development

BART made substantial progress during the past fiscal year toward its goal of encouraging appropriate development at BART stations. At Pleasant Hill, Contra Costa County approved a specific plan for the BART station area, which makes possible substantial commercial development on portions of BART land. At Walnut Creek, the City Council and the BART Board of Directors endorsed a preliminary development plan for the station site. Active joint planning efforts also were initiated in Richmond, El Cerrito and Concord.

Conclusion

With the close of the year, BART pointed with pride to its increasing role as a stable, reliable part of the region's public transit system. The

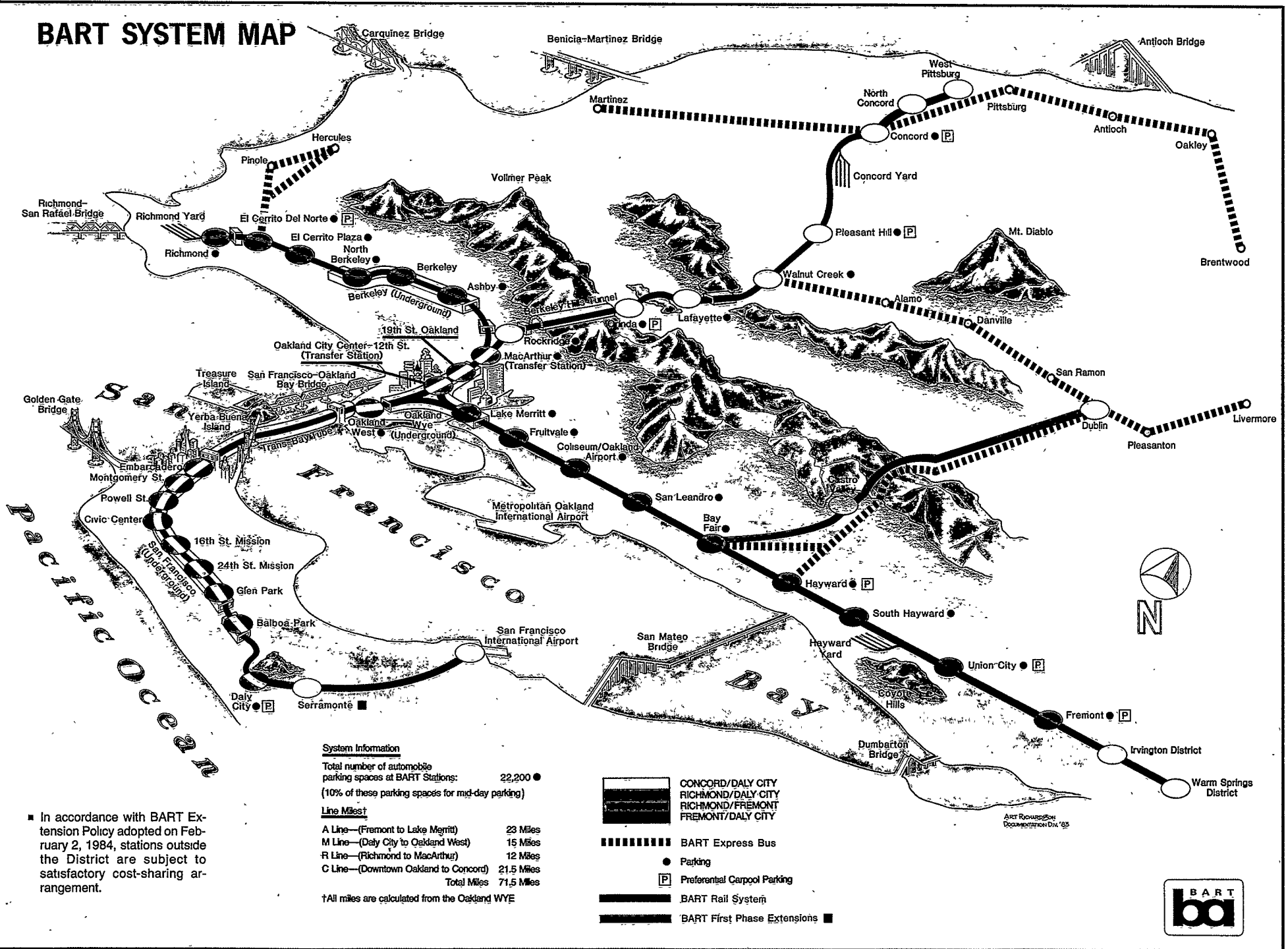
challenge for the future, for which preparations are well under way, is to keep pace with the growth of the San Francisco Bay Area.



BART selected winners in its second Station Area Student Design Competition for architectural design students, who were asked to design models for future development at the Fremont, Pleasant Hill, Richmond and San Francisco Civic Center BART stations.

The grand prize went to Wanda Nazaretian of the Oregon School of Design in Portland, who designed a "computer mart" around the Fremont BART station.

BART SYSTEM MAP



■ In accordance with BART Extension Policy adopted on February 2, 1984, stations outside the District are subject to satisfactory cost-sharing arrangement.







System Information

Total number of automobile parking spaces at BART Stations: 22,200 ●
 (10% of these parking spaces for mid-day parking)

Line Miles†

A Line—(Fremont to Lake Merritt)	23 Miles
M Line—(Daly City to Oakland West)	15 Miles
R Line—(Richmond to MacArthur)	12 Miles
C Line—(Downtown Oakland to Concord)	21.5 Miles
Total Miles	71.5 Miles

†All miles are calculated from the Oakland WYE

-  CONCORD/DALY CITY
RICHMOND/DALY CITY
RICHMOND/FREMONT
FREMONT/DALY CITY
-  BART Express Bus
-  Parking
-  Preferential Carpool Parking
-  BART Rail System
-  BART First Phase Extensions ■



**SAN FRANCISCO BAY AREA RAPID
TRANSIT DISTRICT (BART)**

Headquarters in downtown Oakland, California
800 Madison Street, P.O. Box 12688
Oakland, CA 94604-2688 (415) 464-6000

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 1984

PRESIDENT

Arthur J. Shartsis, Oakland

VICE PRESIDENT

Nello Bianco, El Sobrante

MEMBERS OF THE BOARD

District #1 – Barclay Simpson, Lafayette

District #2 – Nello Bianco, El Sobrante

District #3 – Arthur J. Shartsis, Oakland

District #4 – Margaret K. Pryor, Oakland

District #5 – Robert S. Allen, Livermore

District #6 – John Glenn, Fremont

District #7 – Wilfred T. Ussery, San Francisco

District #8 – Eugene Garfinkle, San Francisco

District #9 – John H. Kirkwood, San Francisco

BOARD-APPOINTED OFFICERS

C. K. Bernard, *General Manager*

Malcolm M. Barrett, *General Counsel*

William F. Goelz, *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*

Hedy Morant, *Budget & Capital Program Control*

Thomas R. Sheehan, *Information Systems*

William Thomas, *Material Management & Procurement*

Ralph S. Weule, *Safety*

Larry A. Williams, *Employee Relations*

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