



1960

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1980

20 YEARS OF SERVICE

**ALAMEDA-CONTRA COSTA TRANSIT DISTRICT
1981 ANNUAL REPORT**



Entering Decade Three



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AC Transit's public identity first was introduced to East Bay streets on October 1, 1960. And 20 years later, a colorful piece of history was returned to service briefly: two restored buses of the type operated by Key System Transit Lines, the private carrier replaced by the public District.

Posing with one of the "golden oldie" coaches during the two-decade celebration were (left to right) Directors John McDonnell, Roy Nakadegawa, and Ray Rinehart, Assistant General Manager Larry Rosenberg, General Manager Robert Nisbet, Director Jean Holmes, Assistant General Manager Robert Shamoon, and Director William Berk.

These 'old look' buses subsequently went to the California Railway Museum at Rio Vista, where they'll remain on display alongside some of the railcars they had replaced in the 40s and 50s.

A surge in ridership and a wide array of productivity improvements combined to make Fiscal Year 1980-81 a lively year for AC Transit.

Events and accomplishments of note included:

- Marking the 20th anniversary of public ownership and operation of the East Bay's bus system.
- Implementation of new routes in many areas, including a downtown Oakland shuttle service and a direct downtown Oakland-Oakland Airport connection.
- Acquisition of new facilities to allow for improved maintenance and training activities in coming years.
- Setting new records in Safe Driving.
- Applying the latest in technology and also the energies of a large and growing citizens' ad hoc "Community Values" movement to the challenge of improving on-bus safety and security for riders and drivers.
- Achieving significant improvements in communications systems and in transit information and customer services systems.
- Introducing riders to a new, more efficient electronic fare collection system.
- Implementation of a network of bus routes equipped with wheelchair lifts and bus "Kneelers" to serve a new patron: the handicapped.



Serving Special Riders

A new and enthusiastic type of rider — District residents confined to wheelchairs — helped launch the latest addition to the services this District provides: "ACcessible Transit."

Years in the making, the new network of "ACcessible Transit" routes went into operation June 7, 1981. There was a festive mood as local and state officials and leaders of many local advocacy groups of senior citizens and handicapped joined AC Transit for the official inauguration ceremony.

A Citizens Advisory Committee, made up of members of the advocacy groups who were also potential users of the accessibility features of the new service, had an invaluable hand in designing the net of bus routes to which lift-equipped coaches were assigned — major routes from Crockett in the north over a distance of some 50 miles to Fremont in the south of the District.

On the implementation date, the accessibility devices became available to handicapped riders on some 25 routes operating in most of the communities in the District's 620-square-mile service area. This also involved colorful identification of some 3,000 of the more than 7,700 District bus stops now served by "ACcessible Transit."

And within the very first weeks of "ACcessible Transit" service, nearly 100 lift-uses were being registered on weekdays.

"Riding Together," a 20-minute film produced by the District to educate drivers and our new patrons about the features and requirements of "ACcessible Transit", was a major element in the District's out-reach effort. The film not only attracted local notice, it won the "Gold Camera Award" at the United States Industrial Film Festival.



Joining with AC Transit in introducing bus accessibility equipment were public officials, civic leaders, and many of the elderly and handicapped citizens who aided the District in making "ACcessible Transit" a reality.





Challenge and Change

The single greatest challenge faced by AC Transit this year was a crippling shortage of funding and manpower, a long-anticipated yet delayed result of the 1978 passage of Proposition 13 — California's much-publicized 'Property Tax Initiative.'

Despite the challenge, which was met largely with severe internal economies and productivity improvements carefully designed to minimize impact on the rider, a number of service improvements were put into place.

New bus service was started on eight routes during this fiscal period, including a new Downtown Oakland Shuttle service that proved a popular people-mover circulating the Central Business District and also a new weekday route directly connecting downtown Oakland to the Oakland Airport.

Additionally, route extensions were added and routes or schedules were adjusted on nine existing bus routes, again to improve the level of service available to East Bay bus riders.

One-way route miles increased by 5.6 percent from 2,175.9 in Fiscal Year 1979-80 to 2,297.9 this year. Total weekday scheduled miles increased by 4.3 percent, from 106,836 to 111,447 in the same period. And an additional 292 passenger stops were installed, bringing the total to 7,789 poles and signs.

Total ridership for the year approached 80 million passenger trips.

Technology and Training

Delivery of 175 "new look" Flyer buses posed a challenge to the District in several respects: it meant adding yet another engine-type, new electronic fareboxes and new accessibility features to the equipment serviced by Maintenance Department.

Steps taken to respond to the demand included development and implementation of a specially-designed Diesel Bus Mechanics course. Undertaken in cooperation with a highly-respected local school, this course gave 19 entry-level and lower-level Maintenance employees a year-long basic grounding in the fundamentals of heavy vehicle maintenance, and it produced excellent prospects for future advancement.

A total of 250 electronic fareboxes were purchased for installation in buses assigned to one of the District's four operating divisions. And as the initial post-installation 'bugs' were worked out of this system, the District was well on the way to receiving detailed daily reports, such as total fares and types of fares paid (youth, discount, etc.) This detailed data provides a boon for Finance and Research and Planning.

The District also initiated conversion to a computerized run-cutting and scheduling process.

Focus: Security

In a step toward improving on-bus security and combating vandalism, the District undertook a demonstration project involving installation of surveillance cameras on 60 buses. Cost of the test cameras was funded by an allocation from the Metropolitan Transportation Commission.

An equally effective effort, with substantial initial results, was undertaken in cooperation with an 'ad hoc' effort suggested by concerned Oakland residents: the city's "Community Values Campaign".

Initially, three citizens contacted the District seeking cooperation with a 'grass roots' effort to target for improvement a single, tangible concern: the conduct of riders on District buses.

And the thrust of the program they proposed was equally clear-cut: to promote better citizenship by fostering pride in being an Oaklander.

Within a very few months, the effort had grown to include city officials and civic leaders, local law enforcement officials (policemen, prosecutors and the judiciary), the business community (which underwrote a sizeable media campaign), leaders of the religious community, activists from a wide variety of community groups and — most importantly — the leaders of various Oakland youth groups.

This last group of participants — young people known and respected by their peers on the streets — was surprisingly effective in discouraging vandalism on District buses. They quickly volunteered to expand their efforts to other segments of the community, particularly the schools.

Their accomplishment on the buses was substantial, greatly alleviating a vandalism-repair problem which in the prior year had cost the District and the taxpayers about \$1 million in labor and materials.



AC Transit's approach to the problem of vandalism and onboard security extended even beyond installation of watchful-eye cameras on coaches (left) during the past year. The System also joined in tackling some of the root causes of urban problems, such as youth unemployment. Another move: tapping the energies and leadership qualities of youth leaders (representatives shown, right, with Assistant General Manager Robert J. Shamoon) to help in reducing the type of urban disaffection which can impact on bus use.



Focus: Safety

A cable from California Governor Edmund G. Brown Jr., highlighted the observance (Oct. 23, 1980) of a five-year all-time-high Safe Driving record achieved by Newark Division. For 60 consecutive months, drivers of this division beat the system-wide safety goal of at least 13,250 miles per chargeable accident. Their average: nearly 50,000 miles per mishap.

In this fiscal period, three drivers earned their personal 30-Year Safe Driving Awards and an additional six reached the 25-Year Safe Driving Award plateau.

Joseph A. Alfano and Worth Elliott of Seminary Division and Henry H. Deimler of Richmond Division were presented exclusive 30-Year awards.

Joining the ranks of 25-Year award winners were: Theo H. Benjamins, Jacob A. Sneed and Edith D. Stiles of Emeryville Division; Al D. Miller and George H. Phillips of Seminary Division; and Henry Christi of Newark Division.

A total of 1,087 AC Transit drivers added another year of accident-free driving to their records during this fiscal period.

Information Clerks made a swift transition to improved telephone equipment that speedily handles customers' calls.



Communications Updating



PHONE CENTRAL — PBX operators now have entire District telephone system at their fingertips in new typewriter-size, 300-extension electronic "switchboard".

Project: Information

In addition to providing some 2.3 million pocket timetables to riders during the year, the District undertook a major improvement in the equipment used to provide Transit Information by telephone.

This involved movement of the Information Center from crowded, vintage quarters at Emeryville Division to bright, airy offices in downtown Oakland. At the same time, veteran electro-mechanical telephone equipment gave way to ultra-modern solid state devices, yielding a substantial improvement in reliability.

Simultaneously, a new administrative telephone system was installed, greatly improving the reliability of this service and providing better cost monitoring too. This did require the public to learn a new telephone number: 891-4777.

Combined Balance Sheet (Note A)

June 30, 1981 and 1980

Assets	1981	1980
Current assets:		
Cash:		
On hand and in commercial accounts	\$ 693,957	\$ 1,042,196
Time deposits	22,100,000	28,500,000
Short-term investments, at amortized cost (approximates market)	29,955,329	24,647,147
Accounts receivable and accrued revenues (Notes B and C):		
Federal grants	11,660,276	12,902,845
Other, principally state and local assistance	5,116,491	3,068,371
Materials and supplies, at cost	1,270,431	1,045,531
Prepaid expenses	465,914	164,545
Total current assets	71,262,398	71,370,635
Deposits for purchase of land	—	2,154,500
Property, plant and equipment at cost (Note B):		
Land	5,677,590	3,504,131
Buildings, structures and improvements	1,628,910	1,591,770
Revenue equipment	63,116,408	39,630,363
Shop, office and other equipment and service vehicles	5,078,607	3,959,771
Acquisitions in progress	398,263	205,903
	75,899,778	48,891,938
Less accumulated depreciation	26,898,585	23,697,598
Total property, plant and equipment	49,001,193	25,194,340
Total Assets	\$120,263,591	\$98,719,475
Liabilities and Capital		
Current liabilities:		
Accounts payable	\$ 3,317,583	\$ 3,006,831
Salaries, wages and vacations	4,825,335	3,953,517
Accrued pension costs (Note A)	34,451,189	25,431,373
Other accrued liabilities	1,454,279	1,510,071
Advances under grants (Notes B and C)	3,266,038	9,151,786
Self-insurance reserves (Note A):		
Public liability and property damage	792,000	590,000
Workers' compensation	2,205,000	2,020,000
General obligation bonds due in 1981	—	1,400,000
Total current liabilities	50,311,424	47,063,578
Capital (Notes A, D and F):		
District equity	30,989,046	32,886,979
Contributed capital:		
Federal grants	30,041,310	14,974,566
State toll bridge funds	6,425,181	1,769,173
Local transportation funds	2,496,630	2,025,179
Total capital	69,952,167	51,655,897
	\$120,263,591	\$98,719,475

See accompanying notes.

Combined Statement of Revenues, Expenses and Capital (Note A)

Years ended June 30, 1981 and 1980

	1981	1980
Revenues:		
Fare box	\$27,855,579	\$24,925,456
Contract service	4,254,980	4,291,712
Other operating revenues	527,464	472,579
Property taxes for operations	12,528,627	10,836,429
Operating assistance:		
Local sales tax (AB 1107) (Note C)	5,600,000	10,100,000
Local transportation funds (Note C)	18,051,125	17,524,715
Federal (Note B)	11,606,635	9,882,721
State	—	943,100
Interest earned on appropriated District funds and working capital, less amounts allocated to accrued pension costs (Notes A and D)	3,468,495	3,507,472
	<u>83,892,905</u>	<u>82,484,184</u>
Expenses:		
Operators' wages	30,332,947	28,507,444
Other wages	14,158,572	11,792,331
Fringe benefits	22,805,263	19,471,831
Services	3,202,059	2,362,033
Fuel and oil	6,706,572	6,473,812
Other materials and supplies	4,826,613	3,826,411
Insurance	1,242,907	1,120,931
Leases and rentals	495,456	524,777
Other expenses	1,524,861	2,086,571
	<u>85,295,250</u>	<u>76,166,141</u>
Excess of revenues (expenses) before depreciation	(1,402,345)	6,318,043
Depreciation	3,200,987	2,250,658
Excess of revenues (expenses)	(4,603,332)	4,067,385
Capital (Notes A, D and F):		
Balance at beginning of year	51,655,897	42,963,719
Property taxes applied to redemption of bond principal	237,999	1,358,334
Capital grant funds for acquisition of assets:		
Federal grants (Note B)	17,059,654	1,627,648
State toll bridge funds (Note C)	4,950,885	376,280
Local transportation funds (Note C)	651,064	1,262,531
Balance at end of year	\$69,952,167	\$51,655,897

See accompanying notes.

Combined Statement of Changes in Financial Position (Note A)

Years ended June 30, 1981 and 1980

	1981	1980
Sources of working capital:		
Operations:		
Excess of revenues (expenses) before depreciation	\$(1,402,345)	\$ 6,318,043
Property taxes applied to redemption of bond principal	237,999	1,358,334
Deposits for purchase of land	2,154,500	—
Capital grant funds for acquisition of assets	22,661,603	3,266,459
	23,651,757	10,942,836
Application of working capital:		
General obligation bonds due in 1981	—	1,400,000
Deposits for purchase of land	—	2,154,500
Acquisition of property, plant and equipment	27,007,840	3,649,053
	27,007,840	7,203,553
Increase (decrease) in working capital	\$(3,356,083)	\$ 3,739,283
Changes in the components of working capital:		
Current assets:		
Cash	\$(6,748,239)	\$ 7,221,535
Short-term investments	5,308,182	1,665,241
Receivables	805,551	10,553,509
Materials and supplies	224,900	284,223
Prepaid expenses	301,369	(51,044)
	(108,237)	19,673,464
Current liabilities:		
Accounts payable and accrued liabilities	1,126,778	2,186,769
Accrued pension costs	9,019,816	7,058,626
Advances under grants	(5,885,748)	5,858,786
Self-insurance reserves	387,000	580,000
Amount due within one year on general obligation bonds	(1,400,000)	250,000
	3,247,846	15,934,181
Increase (decrease) in working capital	\$(3,356,083)	\$ 3,739,283

See accompanying notes.

Notes to Combined Financial Statements

June 30, 1981

A. Summary of accounting policies

Basis of presentation

The accompanying financial statements include the combined financial position, results of operations and changes in financial position of Alameda-Contra Costa Transit District, Special Transit Service Districts No. 1 and No. 2 and other areas in which the District has contracted to provide transit service.

The District has contracted to provide transit service for the Bay Area Rapid Transit District (B.A.R.T.D.) and several cities and other areas in Contra Costa County. The allocated cost of providing such service, less related operating revenue, is funded from local transportation funds, federal operating assistance and, for B.A.R.T.D. express service, by direct reimbursement which is recorded as contract service revenue.

Subsequent to June 30, 1981, the District entered into an agreement with the Central Contra Costa Transit Authority (CCCTA) whereby transit services in central Contra Costa County which are presently provided by the District will be assumed by CCCTA commencing on or about March 1, 1982. The District will transfer to CCCTA certain land and equipment, principally buses, with a cost of approximately \$1,151,050 and \$2,188,980, respectively. Transfer of the transit service and capital assets is subject to approval by certain federal and local agencies.

Property, plant and equipment

Property, plant and equipment is depreciated on the straight-line method over the estimated useful lives of the assets which are as follows:

Buildings, structures and improvements	10-35 years
Revenue equipment	15 years
Shop, office and other equipment and service vehicles	5-20 years

Self-insurance reserves

The District is self-insured for public liability and property damage up to \$75,000 and workers' compensation claims up to \$100,000 for any one occurrence. Claims in excess of these amounts are insured with commercial carriers. It is the District's policy to provide, in each period, reserves to cover the estimated charges for the self-insured portion of these claims.

Pensions

The District has a noncontributory pension plan covering all union employees and provides similar retirement benefits for nonunion employees. The pension contributions (provisions in the financial statements) are based on percentages of gross payroll determined annually by the Board of Directors. The District has adopted a contribution program which provides for normal cost of the plans plus amortization of prior service cost over a period of 40 years. The total pension contribution for the year ended June 30, 1981 was \$6,942,000 (1980 — \$6,280,000) plus an allocation of interest earned on District investments in the amount of \$4,267,000 (1980 — \$2,738,000). Benefit payments for the year amounted to \$2,189,000 (1980 — \$1,959,000).

The excess of prior service cost of the plans over balance sheet pension accruals at January 1, 1980, the date of the most recent actuarial valuations, was approximately \$45,000,000 and the excess of the actuarially computed value of vested benefits over balance sheet pension accruals was approximately \$23,000,000. Information regarding the actuarial present value of accumulated plan benefits is not available.

The District is eligible to receive an annual apportionment of local transportation funds (Note C) only if it continues to implement a plan, approved by the Metropolitan Transportation Commission, which will fully fund the plans over a 40-year period.

Contributed capital

The District periodically receives federal grants from the Urban Mass Transportation Administration of the U.S. Department of Transportation, State toll bridge revenues and local transportation funds (Notes B and C) for the acquisition of buses and other equipment and improvements. Capital grant funds earned, less the related portion of depreciation on the

assets, are credited to contributed capital. Advances received on capital grants are recorded as liabilities until the funds are expended for capital acquisitions.

Changes in contributed capital for the years ended June 30, 1981 and 1980 are as follows:

	Federal grants	State toll bridge funds	Local transportation funds
Balances, June 30, 1979	\$14,675,552	\$1,507,756	\$ 878,569
1980 transactions:			
Capital grant funds earned	1,627,648	376,280	1,262,531
Depreciation charges included in expenses, transferred from District equity	(1,328,634)	(114,863)	(115,921)
Balances, June 30, 1980	14,974,566	1,769,173	2,025,179
1981 transactions:			
Capital grant funds earned	17,059,654	4,950,885	651,064
Depreciation charges included in expenses, transferred from District equity	(1,992,910)	(294,877)	(179,613)
Balances, June 30, 1981	<u>\$30,041,310</u>	<u>\$6,425,181</u>	<u>\$2,496,630</u>

B. Federal grants

Federal operating assistance

The District was allocated a total of up to \$11,606,635 of federal operating assistance for the year ending June 30, 1981 pursuant to Sections 5 and 9 of the Urban Mass Transportation Act of 1974, which amount has been accrued as the estimated reimbursement for eligible operating expenses during the year and is subject to final audit and approval by the Metropolitan Transportation Commission and the Urban Mass Transportation Administration.

Federal operating assistance funds are apportioned to the local urbanized area and are distributed to individual transit operators by the Metropolitan Transportation Commission after approval by the Urban Mass Transportation Administration.

Federal capital grants

At June 30, 1981, buses and other equipment with a cost of \$49,912,000 had been purchased under federal grant contracts. Under the terms of the grants, proceeds from equipment sold during its useful life in proportion to the related federal capital grant funds are refundable to the federal government unless reinvested in like equipment.

The District has ten grant contracts in process with the Urban Mass Transportation Administration which provide federal funds for the acquisition of buses and other equipment and improvements. Budgeted capital additions applicable to the grant projects are \$59,734,000. The related federal participation is \$46,064,000 of which \$36,896,000 had been earned at June 30, 1981. The District is committed to purchase equipment at a cost of approximately \$13,600,000 in connection with these projects.

C. State and local assistance

Local transportation funds

Pursuant to the Transportation Development Act of 1971, the District has received apportionments of local transportation funds generated within Alameda and Contra Costa Counties to meet, in part, its operating and capital requirements. The funds are apportioned based on annual claims filed by the District and approved by the Metropolitan Transportation Commission. The District is committed to purchase land at a cost of approximately \$4,600,000 of which local transportation funds will provide approximately \$2,600,000.

Local sales tax (AB 1107)

Certain local sales tax funds are apportioned based on annual claims filed by the District and approved by the Metropolitan Transportation Commission. The District was allocated \$6,600,000 of such funds for the year ending June 30, 1981 of which \$1,000,000 is reserved for future projects.

State toll bridge funds

Under the provisions of the California Streets and Highways Code, the District has received an allocation of state transportation funds generated from net toll bridge revenues of the San Francisco Bay Bridges to meet certain of its capital requirements. The funds are apportioned based on claims approved by the Metropolitan Transportation Commission.

D. Appropriated District funds

The Board of Directors has authorized the appropriation of portions of available funds for the replacement of facilities and equipment and other future expenditures. The amounts available and appropriated at June 30, 1981 and 1980 are presented below.

	1981	1980		
Available funds:				
Cash	\$22,793,957	\$29,542,196		
Short-term investments	29,955,329	24,647,147		
Receivables	16,776,767	15,971,216		
	<u>69,526,053</u>	<u>70,160,559</u>		
Less current liabilities	50,311,424	47,063,578		
	<u>\$19,214,629</u>	<u>\$23,096,981</u>		
	Balance June 30, 1980	Additions- Interest earned	Reductions	Balance June 30, 1981
Appropriated as follows:				
Restricted Fund	\$10,811,188	\$1,420,187	\$2,552,228	\$ 9,679,147
Facilities and Equipment Replacement Fund	600,000	85,800	—	685,800
Improvement Allowance Fund	1,134,261	131,303	432,111	833,453
Unemployment Compensation Fund	580,320	82,986	—	663,306
Building Fund	4,500,000	643,500	—	5,143,500
Working capital	5,471,212	1,104,719	4,366,508	2,209,423
	<u>\$23,096,981</u>	<u>\$3,468,495</u>	<u>\$7,350,847</u>	<u>\$19,214,629</u>

The appropriated funds are to be used for the following purposes:

Restricted Fund—to meet unusual or otherwise necessary expenditures for repair, improvements to or replacement of essential elements of the District's facilities or for operating requirements.

Facilities and Equipment Replacement Fund—for the purpose of meeting the District's contractual and related responsibilities as a recipient of federal, state and regional capital grants.

Improvement Allowance Fund—to fund the cost of preliminary engineering, environmental impact studies, preparation of capital grant applications, professional and technical service agreements and the procurement of equipment and material related to capital improvements which initially may not be reimbursable by federal grants.

Unemployment Compensation Fund—to be used to provide for potential unemployment liabilities which may result in the event of curtailment of services to or deannexation of District No. 2

Building Fund—to assist in meeting the District's potential financial requirements associated with the purchase, construction or rehabilitation of an existing building to provide adequate permanent accommodations for the District's General Offices consistent with the Master Facilities Improvement Program.

Interest earned on investment of available funds is allocated to the appropriated District funds and working capital.

E. Litigation

The District is involved in various claims and litigation arising in the ordinary course of its operations. None of these is expected to have a significant effect on its operations or financial condition.

F. Special transit service districts and contract service areas

Revenue, expense and capital for Special Transit Service Districts No. 1 and No. 2 and contract service areas for the year ended June 30, 1981 are summarized below. Indirect operating expenses are allocated based on vehicle mileage and hours. The operating losses applicable to the contract service areas result principally from depreciation charges on revenue equipment purchased for each contract service area. Contract service areas are not charged for such depreciation since the buses were acquired with federal capital grant funds and local transportation funds specifically allocated to such areas.

F. Special transit service districts and contract service areas (continued)

	Special transit service districts				Contract service areas		
	Combined	District No. 1	District No. 2	B.A.R.T.D. Express	Central Contra Costa County	Eastern Contra Costa County	Western Contra Costa County
Revenues:							
Fares, charter and other	\$28,383,043	\$26,459,190	\$ 531,950	\$ 995,437	\$ 315,160	\$ 80,097	\$ 1,209
Contract service	4,254,980	—	—	4,254,980	—	—	—
Property taxes for operations	12,528,627	11,570,560	958,067	—	—	—	—
Operating assistance:							
Local transportation funds	18,051,125	13,689,085	2,437,353	—	1,347,738	451,949	125,000
Federal	11,606,635	8,840,727	851,000	—	1,347,738	434,446	132,724
Sales tax (AB 1107)	5,600,000	5,600,000	—	—	—	—	—
Interest	3,468,495	2,975,971	492,524	—	—	—	—
	<u>83,892,905</u>	<u>69,135,533</u>	<u>5,270,894</u>	<u>5,250,417</u>	<u>3,010,636</u>	<u>966,492</u>	<u>258,933</u>
Expenses (allocated), including depreciation	<u>88,496,237</u>	<u>72,839,681</u>	<u>5,570,972</u>	<u>5,644,900</u>	<u>3,117,838</u>	<u>1,002,790</u>	<u>320,056</u>
Excess of expenses over revenues	<u>(4,603,332)</u>	<u>(3,704,148)</u>	<u>(300,078)</u>	<u>(394,483)</u>	<u>(107,202)</u>	<u>(36,298)</u>	<u>(61,123)</u>
Capital:							
Balance at beginning of year	51,655,897	44,536,941	4,550,032	2,097,075	440,421	29,381	2,047
Property taxes applied to redemption of bond principal	237,999	237,999	—	—	—	—	—
Capital grant funds for acquisition of assets:							
Federal grant funds	17,059,654	12,662,711	1,889,831	—	1,398,835	705,264	403,013
State toll bridge funds	4,950,885	4,458,740	488,935	—	1,796	898	516
Local transportation funds	651,064	27,488	—	—	347,928	175,405	100,243
Balance at end of year	<u>\$69,952,167</u>	<u>\$58,219,731</u>	<u>\$6,628,720</u>	<u>\$1,702,592</u>	<u>\$2,081,778</u>	<u>\$ 874,650</u>	<u>\$ 444,696</u>

ARTHUR YOUNG

ARTHUR YOUNG & COMPANY
1330 BROADWAY
OAKLAND, CALIFORNIA 94612

The Board of Directors
Alameda-Contra Costa Transit District

We have examined the accompanying combined balance sheets of Alameda-Contra Costa Transit District at June 30, 1981 and 1980 and the related combined statements of revenues, expenses and capital, and changes in financial position 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, the statements mentioned above present fairly the combined financial position of Alameda-Contra Costa Transit District at June 30, 1981 and 1980 and the combined results of operations and changes in financial position for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis during the period.

Arthur Young & Company

October 9, 1981

Management



Robert E. Nisbet
General Manager



Nathaniel A. Gage
Assistant General
Manager for Finance



Lawrence A. Rosenberg
Assistant General
Manager for Administration
and District Secretary



Robert J. Shamoon
Assistant General
Manager for
Operations



Richard W. Meier
Attorney for the
District



Loren A. Ball
Transportation
Manager



Richard H. Bertz
Maintenance
Manager



Gregory L. Ford
Administrative
Projects Manager



Richard A. Fratus
Controller



Ozro D. Gould
Risk and Insurance
Manager



John A. Krajcar
Purchases and
Stores Manager



Donald S. Larson
Research and
Planning Manager



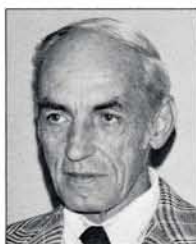
Jim Lowe
Information
Systems Director



Billy S. Lyle
Personnel Manager



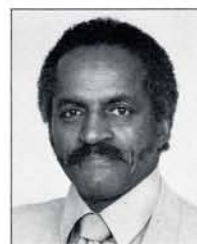
Mike Mills
Marketing Manager



Stanley O. Pearce
Superintendent of
Safety



Warren E. Robinson
Transportation
Engineer



John W. Rose, Jr.
Affirmative Action
Coordinator

Board of Directors



Roy Nakadegawa
President



Jean A. Holmes
Vice President



William E. Berk



William J. Bettencourt



Michael H. Fajans



John McDonnell



Ray Rinehart

On January 12, 1981, Director-at-Large Roy Nakadegawa, a civil engineer, was selected by fellow Board members to serve as president of the District's policy-making body for the year. Jean Holmes, a business woman representing Ward 5, was selected to serve as vice president.



Patrons and the public joined District Directors and staff in marking the 20th anniversary of service under public ownership.

Riders were invited to participate in a special "Thank You Sweepstakes" which generated some 7,500 entries. Grand prize winner was an Alameda rider who won the use of 'a bus for a day'. 220 runners-up won Monthly Passes in this contest, which generated from contest entrants many positive expressions of support for public transit.

