

2020



Metra

PROPOSED  
OPERATING & CAPITAL  
PROGRAM & BUDGET

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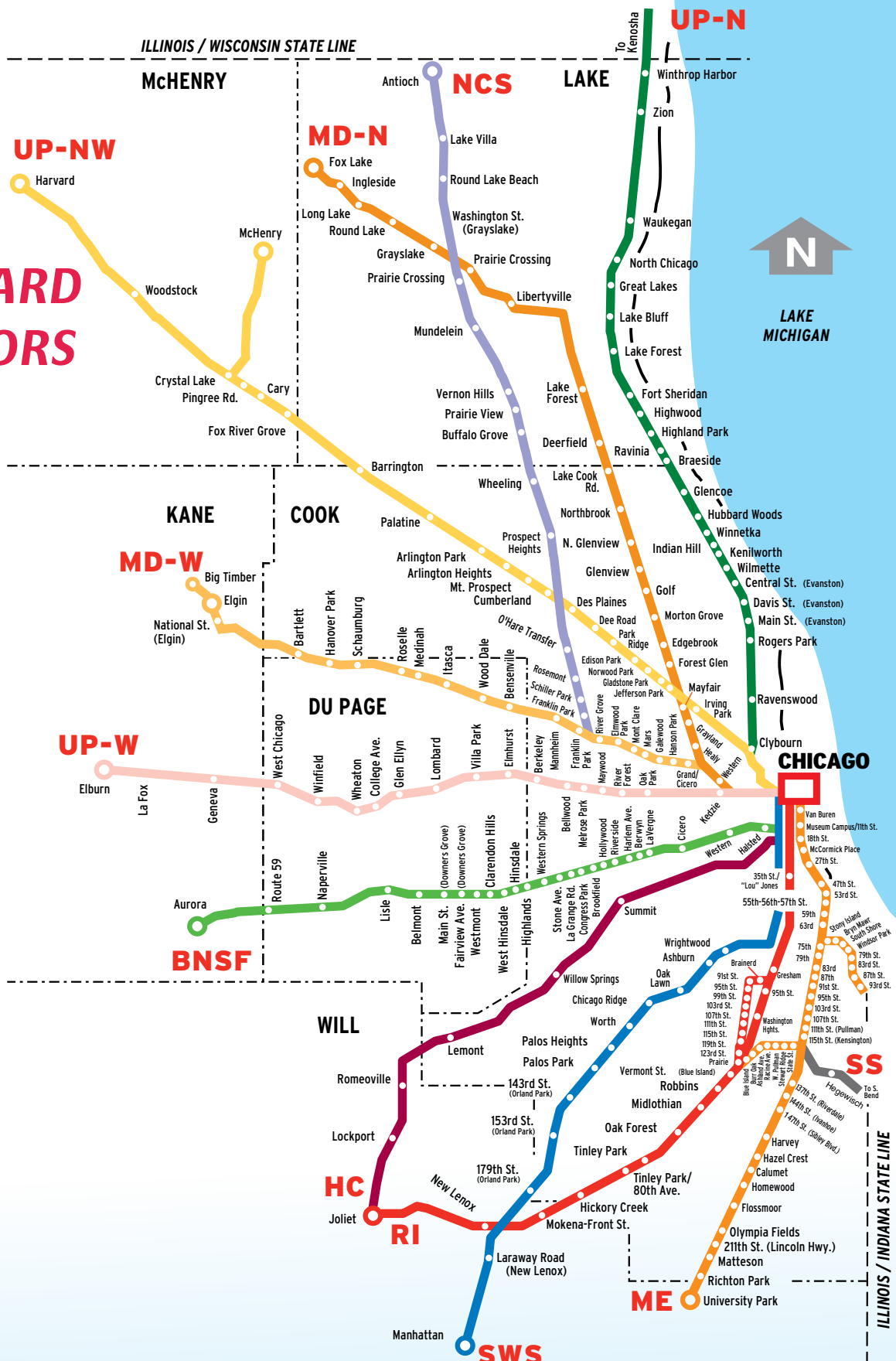
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## *A Message from the Chairman and Chief Executive Officer on behalf of the Metra Board of Directors and Staff*

Metra is entering its 2020 fiscal year in a substantially better position than it was in a year ago, and for that we have Springfield to thank. By approving the first statewide capital program in 10 years, the Legislature and Gov. J. B. Pritzker have thrown a lifeline to Metra and other entities across the state that were starved for infrastructure funding. For the first time in a long time, Metra has a major infusion of dollars with which to attack a huge backlog of capital needs, and we are greatly pleased to detail our plans for spending that money.

And yet...we must, unfortunately, issue a warning with that thank you. We of course have two budgets – capital for our infrastructure needs and operating for our day-to-day expenses – and the Legislature did not address the operating side. Our costs continue to rise, and we are still challenged by the new cost of the federally mandated Positive Train Control, an incredibly complex and expensive safety system. Our current operating subsidies, meanwhile, rely too heavily on sales taxes, which have not kept pace with expenses primarily due to the rise of the service economy and the switch to online retail.

Nevertheless, **we will not raise fares in 2020, for the second year in a row.** We can do that because we have sliced expenses and seriously tightened our belts. But that does not allow us to do what we should be doing, what we want to be doing: adding service, growing ridership, giving northeast Illinois more and better options to cut congestion, reduce pollution, spur the economy and improve the quality of life in the city and suburbs.

Don't get us wrong, the new capital program is a game-changer for Metra and will help us meet some of those goals. Of particular importance is the establishment of a steady, annual stream of subsidies from the state gas tax that will increase with inflation. This pay-as-you-go funding, abbreviated as "PAYGO," will insert a level of certainty into our planning process that has long been missing; it has been hard to plan multiyear projects when funding is so uncertain year to year.

When that PAYGO funding is added to another pot of money from a new state bond program, Metra expects to receive more than \$1.4 billion from Illinois over the next five years. To put that amount in perspective, our last infusion of capital funding from the state, in 2009, was \$836 million over a 10-year period. And when you add the state capital funding to projected federal and local capital funding, Metra expects to spend nearly \$2.6 billion over the next five years – an unprecedented amount.

How does Metra plan to spend this money? Details are outlined in this document. Broadly speaking, however, we will buy new railcars to replace cars that are 40 to 67 years old, with an emphasis on increased capacity and passenger amenities. We will buy more remanufactured locomotives to replace some that are older than 40 years old, and we will explore buying alternative fuel locomotives. We will continue our car and locomotive rehab programs, including upgrades to more reliable traction motors. We will upgrade stations, with an emphasis on making them ADA accessible and ensuring that every station has a warming shelter. We will replace all elevators that are beyond their useful life. We will replace some of the almost 500 bridges that are more than 100 years old. It's the right thing to do to prevent failure in the future. We will renew and replace several major switching locations and improve miles of signals. In short, we will begin to renew our old system.

We encourage our customers to read this document and give us feedback about the proposed spending, either by sending us an email or attending a public hearing. We really want to hear from you. This is your money, your agency, and we want to hear your voice. We also need your help: As a state, we need to take a hard look at how we fund public transportation operations and rethink our reliance on the sales tax. We still need sustained operating subsidies indexed to inflation so we can grow to meet the region's transportation needs.

**Norman Carlson** - Chairman of the Board  
**James M. Derwinski** - CEO/Executive Director

## SYSTEM OVERVIEW

Metra is the largest commuter railroad in the nation based on miles of track and one of the largest based on ridership, providing about 281,000 rides each weekday. Metra's primary mission is to provide safe, reliable and efficient commuter rail service that enhances the economic and environmental health of the northeast Illinois region it serves.

The Metra service area encompasses a six-county region of more than 3,700 square miles. Metra operates 692 weekday trains on 11 rail lines that serve 242 stations. Metra owns and operates four rail lines (Rock Island, Metra Electric, Milwaukee District North and Milwaukee District West). Three Metra lines are operated by Metra employees over freight railroad-owned track through track rights or lease agreements (Heritage Corridor, North Central Service and SouthWest Service). Four additional Metra lines are operated directly by freight railroads through purchase-of-service agreements (BNSF, Union Pacific North, Union Pacific Northwest and Union Pacific West lines).

### **METRA BY THE NUMBERS**

- **76.1 million passenger trips in 2018**
- **692 weekday trains**
- **273 Saturday trains**
- **181 Sunday trains**
- **242 stations**
- **1,155 miles of track**
- **488 route miles**
- **168 locomotives**
- **854 diesel passenger railcars**
- **186 electric propelled passenger railcars**
- **847 bridges**
- **565 grade crossings**
- **24 rail yards**
- **91,000 parking spaces**
- **12 electrical substations**
- **3 electrical tie stations**
- **12 fuel facilities**

# 2020 FUNDING OVERVIEW

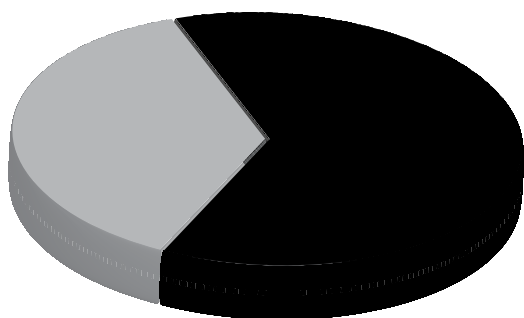
Metra is a vital transportation link for the residents of northeast Illinois, providing 281,000 passenger trips each weekday. Since 1985, Metra has invested more than \$6 billion to rebuild, maintain and expand the region’s passenger rail network. With the funding provided through the State of Illinois Rebuild Illinois capital program, federal and local sources, Metra plans to invest another \$2.6 billion in its infrastructure over the next five years.

Public funding for transit is provided in two broad categories: operations and capital. In the six-county region of northeast Illinois served by Metra, operations funding is provided through system-generated revenues – primarily fares – and subsidized in large part through a regional sales tax. For 2020, Metra’s total budget for operations and capital is \$1.308 billion, up from \$1.008 billion in 2019. As shown in **Exhibit 1** below, this total includes \$827.4 million for operations and \$480.5 million for capital. Capital funding is provided through a variety of federal programs and state and local funding sources, including bond programs and a small amount of fare revenue. **Exhibit 2** shows all sources of funds and their relative percentages of Metra funding.

Metra is not raising fares in 2020. This is good news for Metra customers, but Metra wouldn’t be a good steward of all the public funding that it does receive without adding a note of caution about the future. The Legislature’s and Gov. J.B. Pritzker’s passage of the Rebuild Illinois program means that Metra will have better and more consistent sources of capital funding to maintain and improve its infrastructure in the coming years. However, the operating subsidies provided through the Regional Transportation Authority Act, mostly through local sales taxes, have not kept pace with expenses. This slowdown in the growth of local tax collections is primarily due to the rise of the service economy and the switch to online retail. Through careful budgeting, Metra has managed to hold costs in check, including \$6 million in efficiencies identified for 2020, allowing Metra to hold off on raising fares for another year.

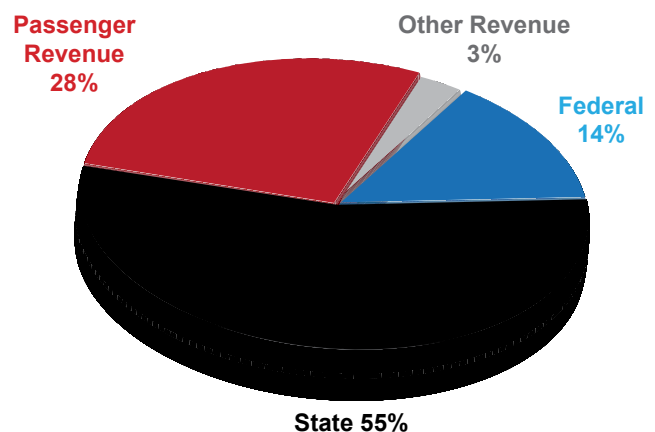
However, even with careful budgeting, the costs of operating commuter rail service, just like the cost of groceries and other necessities, continue to rise. The costs of operating the federally mandated Positive Train Control (PTC) safety system alone, which is required to be fully deployed on the Metra system by the end of 2020, will add millions of dollars annually to Metra’s operating expenses. Metra needs sustained operating funding indexed to inflation to keep up with rising costs; reducing the need for fare increases while allowing Metra to balance its budget and maintain its required recovery ratio of 52.5 percent.

Exhibit 1  
**2020 FUNDING DISTRIBUTION**  
**TOTAL \$1.308 BILLION**



■ **Operations:** \$827.4 million    ■ **Capital:** \$480.5 million

Exhibit 2  
**2020 SOURCES OF FUNDS**





## **OPERATIONS FUNDING**

Under the provisions of the RTA Act, the RTA and the service boards (Metra, CTA and Pace) are required to recover a combined 50 percent of operating expenses through fares and other revenues. The RTA sets individual recovery ratios for each of the operating agencies to achieve this requirement as part of the budgeting process. The RTA revenue recovery ratio mark for Metra is 52.5 percent in 2020. Metra's 2020 budget meets that mark. Furthermore, Metra is committed to a balanced operating budget without using federal capital dollars to fund operating activities. Metra's Board has agreed to not raise passenger fares for the 2020 budget. Therefore, inflationary and other cost increases will be offset through efficiencies and other cost reductions, added sales tax revenues and by reducing the capital contribution from operating revenue.

In total, Metra expects its operating expenses to increase to \$827.4 million in 2020 from \$822.2 million in 2019, a net increase of \$5.2 million or 0.6 percent. Contractual and inflationary cost increases total \$23 million, mostly for contractually obligated labor costs. The 2020 budget includes an additional \$7 million in Positive Train Control (PTC) operating costs. PTC operating costs will continue to rise as the system is deployed across the Metra system.

To help offset these increases, Metra has identified about \$6 million in budget efficiencies for 2020. The popularity of mobile ticketing has reduced the amount of paper tickets produced and the number of ticket agents required to staff its stations, saving \$2.1 million. The purchase of newer F59PHI locomotives has resulted in savings on fuel, labor and materials (\$2.5 million). In addition to budget efficiencies, Metra has also trimmed operating costs and saved money by not filling some vacancies, reducing certain IT costs and overtime. Metra further expects to lower operating costs by \$7 million through a fixed-price agreement for a majority of its 2020 fuel purchases.

A more detailed discussion of Metra's 2020 Operating Budget and 2021-2022 Financial Plan begins on **page 23**. Tables detailing the budget and financial plan are included in the appendix of this document (**pages 27-30**).

## **CAPITAL FUNDING**

Proceeds provided through the state's Rebuild Illinois program, federal state of good repair and formula funds, fare revenue set aside for capital uses (which Metra refers to as Farebox Capital) and RTA funds are the principal sources of funds for Metra's 2020 Capital Program. Between state, federal and local sources, Metra expects to receive \$2.6 billion over the next five years to address its infrastructure needs. A more detailed discussion of Metra's 2020-2024 Capital Program begins on **page 21**. Tables and project descriptions for Metra's 2020-2024 program are included in the appendix of this document (**pages 31-43**) and show funding projected to be available from current sources.









# RIDERSHIP

Metra's core customers are commuters to and from Chicago's central business district (CBD). Employment growth in the downtown area directly correlates with ridership increases on Metra. Therefore, Metra's future depends on a thriving downtown. However, it is equally true that the CBD and all communities along the commuter rail lines need Metra service to support a growing workforce.

Employment in the CBD was higher in 2018 with 19,249 more jobs than 2017, according to the Illinois Department of Employment Security. Overall, the CBD had 612,914 nongovernment jobs in 2018. The Loop and West Loop gained 10,951 jobs, the North Michigan/River North area gained 4,288 jobs and the Far West/South Loop gained 4,010. The percentage of regional jobs located in downtown Chicago has grown from a low of 14.5 percent in 2005 to 17 percent in 2018. This is the highest percentage recorded since 1991 (16.5 percent), continuing a trend that began in 2011.

In addition to CBD employment, other factors encourage or discourage ridership. Metra has control over some of these factors, such as fares, train capacity, on-time performance and service reliability. In 2018, Metra undertook rider boarding and alighting counts to measure changes in ridership at stations. In 2019, Metra conducted an origin and destination survey to measure how the service is used by riders and will partner with the RTA and other service boards in 2020 on a customer satisfaction survey.

Some events outside of Metra's control work in favor of ridership, such as major highway construction, highway

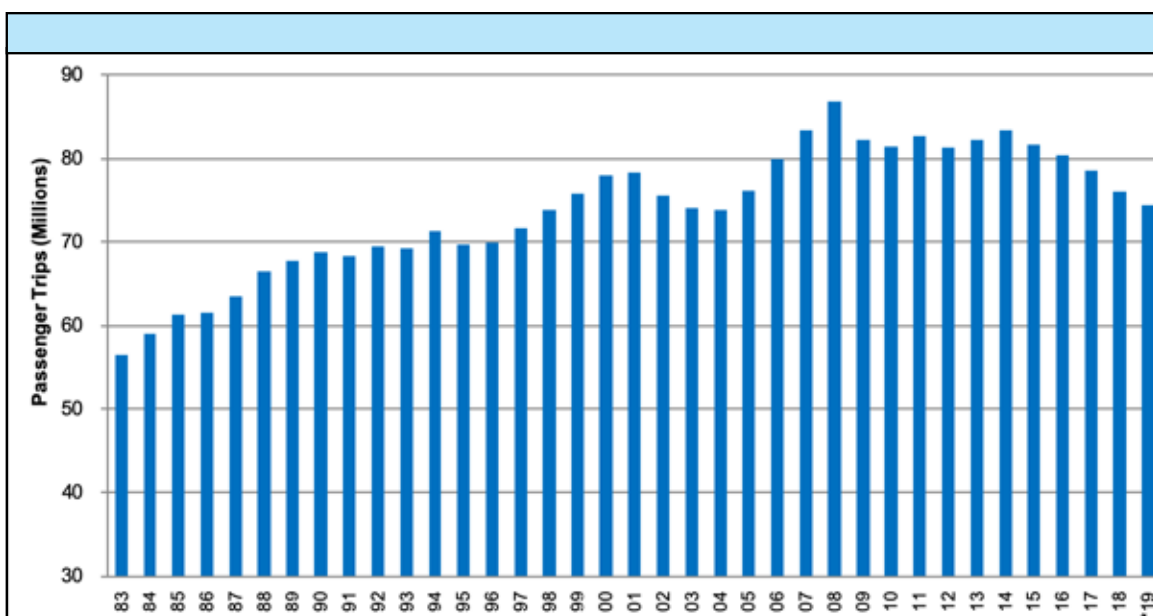
toll increases, gas price increases, Chicago parking rates and major sporting events such as the Stanley Cup or the World Series. Conversely, other outside forces work against ridership, such as declining population and employment near Metra stations. Changes in technology are also guiding rider decision-making. Access to real-time travel and parking information and increased connectivity play a role in commuting decisions. More than 60 percent of Metra riders report that they have the option to telecommute, and on average, they report using that option up to nine days each month.

Metra is committed to growing ridership across all market segments by positioning its service as the preferred mode of travel in terms of reliability, efficiency and convenience. To deliver on this strategy, Metra needs to maintain its infrastructure to ensure reliable service and secure additional operating funding if service is to be expanded. Ongoing capital investments and reexamining our current services in relation to market needs will help Metra achieve this goal.

The 2020 budget forecasts ridership to decline by 0.9 percent. This slight decline is due to the lagging effects of the prior fare increases, technology improvements that make it easier to work from home, to order a ride or park and other external factors (see Exhibit 16 on page 46).

Exhibit 3 shows historic ridership trends. Metra's 2019 ridership through July is 2.9 percent lower than 2018 and 2.4 percent lower than the budgeted goal. At this time, we project final 2019 ridership will be 74.4 million.

Exhibit 3  
METRA SYSTEM ANNUAL RIDERSHIP



\*Estimate

# FARES

Metra fares are set according to travel between designated fare zones, which are established at five-mile intervals beginning at each rail line's downtown Chicago terminal. A uniform base fare is charged for travel within a zone and increments are added to the base fare as additional fare zone boundaries are crossed.

Exhibit 4

## METRA TICKET TYPES

Ticket Type	Period of Validity	Number of Rides
Monthly*	Calendar month and until noon on the first business day of next month	Unlimited
10-Ride*	One year	10
One-Way*	90 days	One
Weekend	Saturday/Sunday	Unlimited
Round Trip Plus*†	90 days	Unlimited for one service day

\*These ticket types are offered at a reduced rate to senior citizens, persons with disabilities, children, students through high school and active duty military personnel. Restrictions and more details on these reduced fare programs can be found at [metrarail.com](http://metrarail.com)

†To be introduced as a pilot program by early 2020; available only on the Ventra App

Within the general structure of zones and one-way fares, an assortment of ticket types are designed to allow flexibility in the use of Metra services; these are described in **Exhibit 4** above.

For an additional fee, Metra Monthly Pass holders can buy a Link-Up Pass, which allows peak-period travel on CTA and unlimited travel on Pace scheduled routes, or a PlusBus Pass, which allows unlimited travel on Pace scheduled routes.

## FARE POLICY PRINCIPLES

- Consider regular fare adjustments that ensure a balanced budget, sustain service, keep pace with inflation, and avoid significant, infrequent fare increases.
- Allow no diversion of capital-eligible funds to the operating budget.
- Acknowledge the total value of providing services to the region's economy while recognizing that fares must cover a percentage of operating costs, as set by the RTA, and support Metra's capital program.
- Understand the short-term and long-term impacts of fare changes on ridership and revenue as well as the time and resources needed to implement them.
- Improve fare collection by simplifying the overall process and transportation costs.
- Offer a fare structure, fare products and policies that are easy to use and understand, regionally equitable and appeal to current and prospective customers.
- Evaluate impacts of cooperative opportunities on fare structure, products, pricing and policies of our local transit partners and evaluate national peer programs that have stimulated ridership.

## FARE INITIATIVES

Metra will launch the new “Round Trip Plus” one-day pass for unlimited travel between any two zones. The Round Trip Plus will be priced at twice the price of a comparable One-Way Ticket and will only be available through the Ventra App. The Round Trip Plus is expected to be introduced when a new Ventra App is unveiled in 2020.

No other fare changes are planned for 2020.

Tables showing fares by zone and ticket type for both full and reduced fares can be found in **Exhibits 20-21 on pages 51 and 52.**

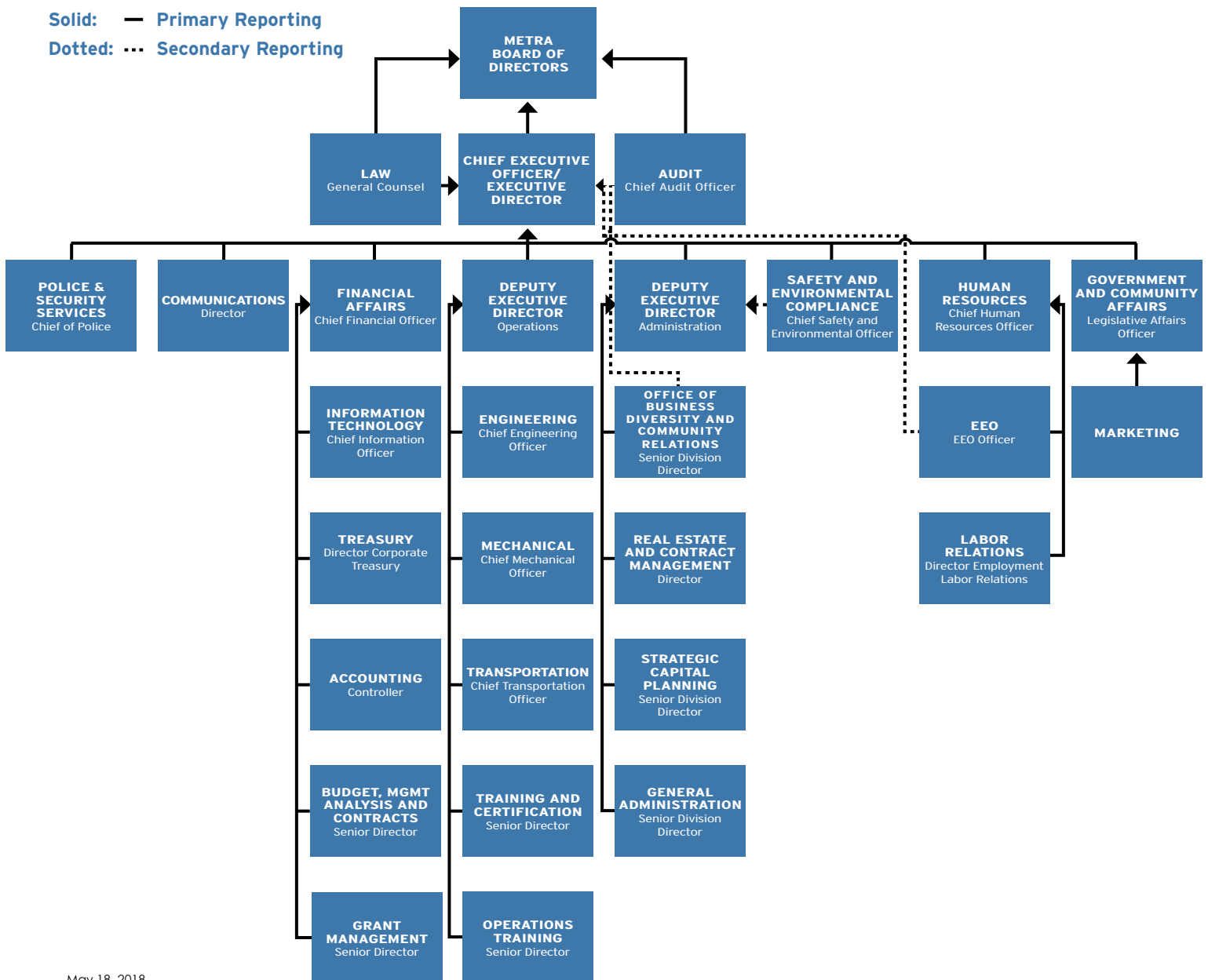


# ORGANIZATION

Metra's operations and policies are guided by an 11-member Board of Directors. The chairmen of the boards of the counties of DuPage, Kane, Lake, McHenry and Will each appoint one director. Four additional directors are appointed by the suburban members of the Cook County Board. One director is appointed by the president of the Cook County Board and one director is appointed by the mayor of the city of Chicago. The chairman of the Metra Board is elected by a vote of the entire 11-member board. Metra's day-to-day operations are overseen by the CEO and executive team. Metra's organizational structure is detailed in **Exhibit 5**.

Exhibit 5  
**METRA ORGANIZATIONAL UNITS**

Solid: — Primary Reporting  
 Dotted: ... Secondary Reporting



## OPERATIONS

Metra's rail operations are overseen by the Deputy Executive Director, Operations, who provides executive direction and guidance to the chief officers of the Engineering, Mechanical and Transportation departments as well as the Training and Certification and Operations Training departments. The division also provides executive oversight and direction to contract carriers (BNSF and Union Pacific) to ensure that rail operations are consistent with Metra's standards and practices.

## ENGINEERING

Engineering is responsible for building and maintaining the majority of Metra's fixed assets, including buildings, stations, bridges, track, electrical, telecommunications and signal systems. The Engineering Department also monitors the condition of and assists in building and maintaining the fixed assets on the freight lines where Metra trains operate. The Engineering Department is divided into two major groups: Capital Projects and Communications and Maintenance. The department is staffed by more than 700 employees.

## MECHANICAL

Mechanical coordinates and oversees the repair, inspection, cleaning, rebuilding, replacing and maintenance of 1,208 pieces of rolling stock used in commuter service. The department's goal is to provide safe, clean and reliable service while maintaining the fleet to the standards of the Federal Railroad Administration, Association of American Railroads, American Public Transportation Association and the original equipment manufacturers. The department employs 650 people.

## TRANSPORTATION

Transportation is responsible for providing safe, efficient and dependable transportation to commuters on all Metra-operated lines and the lines operated by freight railroads under purchase-of-service agreements. In addition to all employees directly involved in providing train service, the Transportation Department also oversees the Rules Department, Dispatching Office, Crew Management Center, Station Services, Customer Service, Ticket Services and GPS Center. The department is staffed by nearly 900 employees.

## TRAINING AND CERTIFICATION

Training and Certification is responsible for the training of locomotive engineers, conductors and assistant conductors and other functions within the Transportation Division. The department conducts and oversees training programs that enable employees to meet regulatory mandates and develop necessary job skills.

## OPERATIONS TRAINING

The Operations Training Department is responsible for job skills training for employees in the Mechanical and Engineering departments.

## ADMINISTRATION

Metra's administrative activities are overseen by the Deputy Executive Director, Administration. The Administration Division is principally charged with providing support resources to the agency and the employees who deliver train service to our customers. The division is comprised of the Business Diversity and Community Relations, Real Estate and Contract Management, Strategic Capital Planning and General Administration departments.

## BUSINESS DIVERSITY AND COMMUNITY RELATIONS

The Office of Business Diversity and Community Relations is responsible for the administration of Disadvantaged Business Enterprise and Title VI programs in accordance with the mandates and regulations of the FTA and other federal, state and local government statutes. OBDCR ensures managers and staff understand the importance of diversity and ensuring nondiscrimination in the award and administration of Metra contracts, and makes certain that all individuals have access to Metra's transit services, regardless of race, color, gender or national origin. Community Relations works with the elected officials in the more than 200 communities and local and regional forms of government in Metra's six-county service area.

## REAL ESTATE AND CONTRACT MANAGEMENT

The Real Estate and Contract Management Department is responsible for the leasing and administration of Metra-owned property and real estate assets. The department participates in real estate property acquisition for station and parking areas, managing station and vendor facilities and ensuring that utility easements placed on Metra property are in compliance with Metra's engineering standards.

## STRATEGIC CAPITAL PLANNING

The Strategic Capital Planning group includes three departments: Capital Program Development, Long-Range Planning and System Performance and Data. The Capital Program Development Department develops Metra's capital program and amendments and prepares all discretionary funding grant applications. The Long-Range Planning Department identifies new opportunities for expanding and enhancing the rail system. Long-Range Planning also participates

in studies led by other entities that will impact Metra. The System Performance and Data Department prepares monthly reports on system ridership, on-time performance and capacity utilization of trains. The department also manages periodic surveys, counts and analyses of Metra riders and monitors the agency's adherence to Title VI and other equity standards for the provision of transportation service.

## GENERAL ADMINISTRATION

General Administration consists of three areas: Procurement, Professional Services/Contracts and Materials. The purpose of the department is to serve various customers within Metra by soliciting and procuring goods and services required for operations. Additionally, the department operates Metra's four storehouses and is responsible for managing and maintaining Metra's non-revenue vehicle fleet.

## FINANCIAL AFFAIRS

Financial Affairs is headed by the Chief Financial Officer and divided into five groups: Information Technology; Treasury; Accounting, Budget, Management Analysis and Contracts; and Grant Management. The core mission of these groups is to provide accurate financial information so that Metra can run its business efficiently. Together these departments employ approximately 160 people.

## INFORMATION TECHNOLOGY

This group is divided into four sections: Computer Operations, Application Architecture, Network Services and Systems Development. Computer Operations maintains, supports and operates Metra's mainframe computer, mainframe software and security, and other centralized computer equipment. The Application Architecture team

is charged with implementing Metra's new Enterprise Resource Planning (ERP) system. The Network Services section has two distinct groups: IT Support and Network Operations. IT Support maintains and supports the agency's personal computers as well as computer-aided design (CAD) systems for the Engineering Department and point-of-sale terminals. Network Operations builds and maintains the servers and storage that are replacing the agency's mainframe, the data network, e-mail system and disaster recovery capabilities. Systems Development develops, maintains and supports all production application systems with the exception of the ERP system.

## TREASURY

This group processes all collections and disbursements made by the organization. The group also invests available operating and capital funds and forecasts cash balances and cash needs for the organization.

## ACCOUNTING

This group is charged with the accurate and timely processing of transactions and production of financial statements. The group is divided into five sections: Accounting, Accounts Payable, Accounts Receivable, Payroll and Revenue Accounting.

## BUDGET, MANAGEMENT ANALYSIS, CONTRACTS

This group is divided into three sections. The Budget section is charged with the accurate and timely production of annual budgets and monthly variance reporting. Management Analysis reviews financial statements, operating reports and invoices from freight railroads that have purchase-of-service, track or joint facility agreements with Metra. Contracts performs the day-to-day management and periodic renegotiation of various contracts with other railroads and utility providers.

## GRANT MANAGEMENT

This group is divided into four sections: Development, Administration, Reimbursement and Accounting. Grant Development coordinates program-level information for each project and submits applications for capital, operating and demonstration grants to appropriate funding agencies. Grant Administration tracks approved grant contracts, provides financial oversight and reports project progress to the funding agencies. Grant Reimbursement requests reimbursements from funding agencies for capital expenditures, closes out capital project grants and provides information for audits and funding agency reviews. Grant Accounting develops and maintains records and reports related to fixed assets, depreciation, funding agency equity and capital grant receivables, and reconciles reimbursements with capital expenditures, fixed assets and other general ledger accounts.

## COMMUNICATIONS

The Communications Department acts as the agency's primary channel to interact with the media and various stakeholder groups across the region. The team is responsible for the distribution of information to the media regarding Metra services, policies and initiatives. Members of the department also respond to all customer emails, maintain and interact with the public via social media channels, and oversee Metra's website (metrarail.com). The Communications team works with departments across the agency to maintain accurate and updated data on the website and to develop and integrate new content. The department is also responsible for Metra's print and design services and the production of the agency's graphic materials.



## SECURITY SERVICES

The Metra Police Department serves and protects commuters using the Metra system and Metra's property. The mission of the Metra Police is to safeguard the lives and property of the people they serve, to reduce the incidence and fear of crime and enhance public safety. Metra Police work to expedite issues with the commuting public and handle vehicle accidents and trespasser incidents on Metra railroad and property. Metra Police actively engage and work with first responders as well as local, state and federal agencies during service disruptions and partner with these agencies on security planning. Their work ensures the safety of Metra's passengers and employees and reduces train delays.

## SAFETY AND ENVIRONMENTAL COMPLIANCE

Metra's Safety and Environmental Compliance Department is responsible for the implementation, oversight and coordination of the agency's passenger and employee safety programs. In addition to safety programs, the department oversees rail safety education and outreach programs and emergency evacuation training for first responders. The department is also responsible for reporting railroad incident and accident data to federal and state regulatory agencies. The department's environmental compliance function includes inspection and testing for environmental safety (air quality, hazardous materials storage, etc.) at Metra-controlled facilities. The department also oversees environmental mitigation, employee training and the agency's hazardous waste disposal program.

## HUMAN RESOURCES

Metra's Human Resources Department's mission is to recruit and retain qualified employees in a diverse workforce; treat all employees fairly; facilitate training and professional development for career growth; effectively manage and administer compensation; negotiate and administer flexible benefit programs that provide quality and value; administer medical leaves and related services; promote wellness; provide confidential and efficient records administration; ensure that Metra's policies and procedures comply with all laws governing employment, benefits and other ancillary services; and foster an environment of trust and mutual respect with employees as well as internal and external partners.

## EEO

Equal Employment Opportunity strives to ensure that Metra employees work in an environment free of discrimination and harassment. It helps managers and staff understand the importance of diversity and inclusion in the employment process through training programs on EEO requirements and workforce diversity. The department also provides counseling and mediation to managers and staff to resolve internal conflicts.

## LABOR RELATIONS

Labor Relations is charged with the negotiation and administration of 17 collective bargaining agreements between Metra and its employees represented by 14 unions. These responsibilities include representing Metra in arbitration with respect to minor disputes and the ongoing negotiations meant to reach amicable settlements and thus avoid a major dispute as defined by the Railway Labor Act with each of these unions.

## GOVERNMENT AFFAIRS

The Government Affairs Department provides strategic advice to the Metra Board, executive director and senior staff on issues relating to Metra's state and federal legislative agendas. The department also develops and implements Metra's state and federal legislative programs and communicates Metra's position on transportation policies and legislative issues.

## MARKETING

The Marketing Department is responsible for marketing promotions, business development and overseeing advertising contracts for display advertising at Metra-owned facilities and on Metra trains.

## LAW

Metra's Law Department is led by the General Counsel who reports directly to the CEO and the Metra Board of Directors. The department provides legal guidance and support to the Board of Directors, the executive team and every department in the organization. The department is comprised of three areas: General Corporate/Ethics, Litigation and Risk Management, and Real Estate and Grants. The department focuses on preventing legal issues at every feasible level and defending the agency's position if issues arise.

## AUDIT

The Audit Department reports to the Chief Audit Officer, who reports directly to Metra's Board of Directors and the CEO. The department is focused on operational, financial and compliance audits and the continuous review of money-handling at the highest levels of the agency. The department is committed to ensuring absolute transparency and proper conduct by all Metra employees.

## OVERSIGHT

### ILLINOIS INSPECTOR GENERAL

Effective July 1, 2011, the State Officials and Employees Ethics Act (5 ILCS 430/1-1, et seq.) as amended, applies to Metra's Board members and employees. This amendment designated the Office of Executive Inspector General for the Agencies of the Illinois Governor (the OEIG) to serve as executive inspector general for Metra and the other regional transit boards (RTA, CTA and Pace).

Complaints regarding misconduct, fraud or abuse by Metra employees and its Board of Directors can be directed to the OEIG, which can be contacted through its website, [inspectorgeneral.illinois.gov](http://inspectorgeneral.illinois.gov), its toll-free hotline (866-814-1113), TTY (888-261-2734), fax (312-814-5479) or by mail at OEIG, ATTN: Complaint Division, 69 West Washington Street, Suite 3400, Chicago, IL 60602.

### ADA

In compliance with the requirements of the Americans with Disabilities Act, the majority of stations on Metra's 11 lines are fully accessible to customers with disabilities. Metra has modified railcars and made accessible most of its busiest stations to accommodate individuals with hearing, vision and mobility disabilities. Metra currently has 185 fully accessible stations and 13 partially accessible stations throughout the six-county region. These represent our busiest stations used by more than 93 percent of our customer base. As a service to our customers who are disabled, Metra offers a large print system map, a braille rider and station guide and a video to acquaint customers who are disabled with the rail system.

### CITIZENS ADVISORY BOARD

Metra's Citizens Advisory Board (CAB) is comprised of 13 residents of the region Metra serves who are appointed by members of the Metra Board and suburban mass transit districts.

CAB is intended to reflect the geographic, ethnic and economic diversity of the six-county region. CAB members are appointed to two-year terms and serve without compensation.

CAB meets quarterly and provides counsel on how Metra's policies, programs and services impact their constituencies. A list of current CAB members is on page 56.



# STRATEGIC PLAN UPDATE



In November 2017, the Metra Board adopted the agency's first-ever strategic plan, titled "On Track to Excellence," a critically important document that is intended to guide the agency for years to come. The plan describes the five strategic goals, presented below, that will drive the agency's activities. Progress toward each goal is defined with a set of measures of success. The Strategic Plan is intended to cover the years 2018-22, but it is a "living document" and will be updated incrementally to address changing circumstances. To ensure the effectiveness of the plan, Metra is monitoring implementation of the strategic goals through regular reporting on key performance indicators. Recent progress is summarized below.

## PRIORITIZE SAFETY AND SECURITY AWARENESS

The safety of Metra's customers and employees will always be the top priority. Metra is committed to providing safe and healthy working conditions for employees and ensuring that services are safe and reliable for customers, the general public and the communities it serves.

Related initiatives:

- Metra continues to work towards full implementation of the federally mandated PTC safety system, the biggest safety initiative the railroad industry has ever undertaken. PTC is a GPS-based safety technology that slows or stops a train to enforce track speeds, prevent unauthorized entry into work zones, prevent train-to-train collisions, prevent over speed derailments or prevent a train from moving through a switch that isn't properly aligned. PTC and associated schedule changes were implemented on the BNSF and Rock Island Line in 2018 and on the SouthWest Service in the second quarter of 2019. PTC was fully operational on the three lines operated for Metra by Union Pacific at the end of 2018. The remaining Metra-operated lines-Metra Electric, Milwaukee District North and Milwaukee District West-will implement PTC by the end of 2020.
- Metra conducted Operation Lifesaver Safety Blitzes at 59 train stations across the six-county region in 2019 as part of ongoing efforts to raise awareness of the importance of safe behavior around trains and tracks.
- Metra joined with the Illinois Association of Chiefs of Police to sponsor multiple education and enforcement events during Illinois Rail Safety Week.
- Metra continued its Safety Poster and Essay Contest in 2019 and has launched the 2020 contest. Now entering its 14th year, the contest is a key part of our outreach to school-age children to educate them about safe behaviors near trains and railroad tracks.
- Through Sept. 27, 2019, Metra has conducted 87 Operation Lifesaver rail safety presentations across the region and plans a similar number of presentations in 2020.
- The Police Department expanded responsibilities to the lines operated by Union Pacific and expanded patrol staff to handle the additional workload.
- 2019 FRA reportable injuries have decreased. As of Oct. 1, 2019, Metra's year-to-date injury ratio, based on the number of railroad worker on duty injuries and illnesses per 200,000 employee hours annually, was 1.73 vs. 1.92 for the same period in 2019, a decrease of 9.9 percent.
- In April 2019, Metra announced a new public service partnership with an organization called Reclaim13 to raise awareness of child sex trafficking in Illinois. Posters to raise awareness of child sex trafficking have been posted on board trains. Metra has also started working with Reclaim13 on a training program to help educate Metra Police and train crews on how to spot trafficking situations.

## INVEST IN OUR WORKFORCE

By 2023, 21 percent of Metra's current workforce will be eligible for retirement. This represents a tremendous drain of human capital from the agency. Knowledge transfer between experienced and less experienced employees is key to our future success. Metra's plans for the future rely upon being able to recruit, develop and retain a capable, talented workforce.



### Related initiatives:

- A railroad and its employees are subject to multiple federal regulations governing operations, maintenance and safety. Meeting these requirements requires a constant cycle of training and continuing education for Metra employees. There are three departments within Metra whose primary focus is training;
  - Training and Certification, which focuses on conductors and locomotive engineers;
  - Operations Training, which focuses on Mechanical and Engineering employees; and
  - Workforce Education, which focuses on administrative and management employees.
- In addition, the Safety, EEO and Rules departments have training responsibilities and facilitate multiple courses.
- Through the second quarter of 2019, 555 employees participated in voluntary development programs.
- The 2018 employee engagement survey looked to gain insight from Metra employees about the agency's perceived strengths and weaknesses. (The participation rate exceeded 70 percent). Senior leadership is currently using the data to develop plans and programs for implementation over the next 36 months to address employee concerns expressed through the survey.
- Metra remains committed to recruiting and retaining a diverse workforce, with 64 percent of the agency's hires through the third quarter of 2019 identifying as minority or mixed race.

## DELIVER QUALITY CUSTOMER SERVICE

While safety will always be Metra's highest priority, on-time performance is a close second. With an average on-time performance of 95 percent or higher, we understand that our customers expect the highest levels of service and are dedicated to doing all we can to deliver them to their destinations on time.

Related initiatives:

- Launch of upgraded/redesigned Ventra App planned in early 2020.
- In 2019, Metra's capital program included \$13 million for station projects. Due to the capital dollars available under the new state capital program, \$51.2 million is programmed for station projects in 2020. Through the second quarter of 2019, 13 station beautification projects were completed and 18 capital construction projects were either completed or underway.
- Metra uses IssueTrak in order to ensure that customers' comments are formally and centrally tracked, assessed, and responded to, when needed, in a timely manner. Through the second quarter of 2019, Metra achieved a response rate of 88.5 percent, with more than 22,300 customer feedback emails or phone calls received.
- Metra uses Twitter, Facebook, Instagram, YouTube and LinkedIn to communicate and engage with its customers. The types of engagements range from line-specific service alerts to promotional materials about Metra, its employees and initiatives. Metra currently has more than 100,000 followers across all social media platforms, an increase of 33.6 percent from 2018. Across all platforms from Sept. 20, 2018 through Sept. 20, 2019, Metra logged 785,722 engagements with social media users, more than doubling the prior year's engagements.



## OPTIMIZE OUR CAPITAL ASSETS

Reliable rail service depends on perpetual maintenance of capital assets, such as track, signals, rolling stock, communications equipment and buildings. For many years, however, Metra has been falling behind on these investments. A legacy system like Metra's has many aging components approaching or past their useful lives, with about 40 percent of its assets classified in marginal or worn condition. While Metra will continue to operate our aging system in a safe manner, the availability of federal, state and local funding for transit capital projects has not kept pace with our needs.

The following initiative will help Metra maximize the use of its existing capital resources:

- A Transit Asset Management Plan was completed by Metra in the fall of 2018. The plan and asset management activities were undertaken to comply with Federal Transit Administration requirements. Detailed information about our assets will facilitate better investment decisions.

About half of Metra's capital program is dedicated to major projects, including:

- Installation of the federally mandated Positive Train Control safety system, which is expected to cost up to \$400 million to install and about \$15 million to \$20 million a year to operate.
- Renovation and expansion of the mechanical shops that house Metra's railcar and locomotive rehabilitation programs is underway. Metra estimates that when the project is complete, the number of railcars rehabbed each year in this facility will increase by 40 percent, from 35 to 60 railcars.
- In March 2019, Metra issued a request for proposals (RFP) for new railcars. The RFP allows manufacturers to propose alternative car designs that may address Metra's needs better than the bi-level gallery cars. Metra hopes this approach will encourage more competition in the procurement process.
- In February 2019, the Metra Board approved the purchase of 15 remanufactured locomotives to begin to replace Metra's aging fleet. The contract with Progress Rail Locomotives of La Grange includes options to buy up to 27 additional locomotives.
- Work continues on the replacement of bridges over 11 streets along the Union Pacific North Line in the city of Chicago. In 2019, the replacement of a bridge over the north branch of the Chicago River was completed along the UP North. On the Milwaukee District West Line, work continues on the replacement of a single-track bridge in Elgin, which dates from 1881, with a modern double-track bridge.
- Construction on a project to add a third main track on a 1.8-mile section of track from Maywood to Melrose Park on the Union Pacific West Line is underway and scheduled for completion in late 2019. A second project will add a third mainline on a 6.1-mile segment of the line from West Chicago to Geneva.

## ENSURE FINANCIAL STABILITY

As a public agency, Metra is dependent on funding sources that are unpredictable and often insufficient for its operating and capital costs. This business model is unsustainable and the result will be a gradual decline in the level of service provided to passengers, which is counterproductive to Metra's desire to increase service reliability to attract additional riders. To reverse this course, Metra and its Board of Directors are committed to exploring ways to change the status quo and provide stability and sustainability to Metra's funding outlook

Related initiatives:

- In 2016, Metra began a study to examine the existing fare structure and identify opportunities to attract riders and simplify the fare structure. As result of the study, Metra began two yearlong test pilot programs in July 2018. The first consolidated its outer zones (K through M) into Zone J, thereby capping fares for trips that exceed 45 miles. The second test program reassigned six stations to new zones to adjust perceived inconsistencies between nearby stations on different lines that are similar distances to downtown. Based on preliminary ridership results, both pilot programs have been carried forward another year. Metra also plans a pilot program to introduce the new "Round Trip Plus" one-day pass for unlimited travel between any two zones. The pass will be available through the Ventra App only and is expected to be introduced when a Ventra App update becomes available in early 2020.
- Metra regularly pursues grant opportunities to provide funding for capital needs. Since 2017, Metra has been awarded \$98.6 million in discretionary grants through various local, state and national programs, including a recent FRA award of \$23 million to support Positive Train Control. In 2019, Metra was awarded \$17 million for reconstruction of the Milwaukee Avenue (A-32) Bridge. In addition, the rehabilitation of the Homewood Station has been recommended for full funding by the Chicago Metropolitan Agency for Planning's (CMAP) Surface Transportation Program (STP) Project Selection Committee and a funding decision is expected by yearend.
- Metra continually reviews its practices for cost efficiencies. All open positions at the agency are reviewed before being filled and as a result some areas have seen staff reductions. In 2018, Metra reorganized the way track maintenance crews are deployed and achieved considerable cost savings through more efficient work practices. An industrial engineering firm was hired to study the agency's engineering practices with the goal of identifying process efficiencies. However, while technology has enabled the reduction of some positions, new technologies such as PTC have resulted in additional costs and staffing.
- Technological improvements have led to efficiencies in cost as well as employee time. These include deployment of the employee self-service portal for payroll; conversion of the internal check request process from paper to electronic; and conversion of paper operational manuals from paper to electronic delivery. Efficiencies have also been implemented through elimination of cash vending machines and elimination of the Ticket-by-Internet program due to customer conversion to the Ventra App for ticket purchases.



## CAPITAL PROGRAM

Metra's 2020 Capital Program is funded through \$186.7 million in Federal Formula/State of Good Repair funds, \$205.2 million in State of Illinois bond funds and \$73.7 million of State of Illinois pay-as-you-go funds (PAYGO). Local sources of funding include: \$5.2 million in Regional Transportation Authority Innovation, Coordination & Enhancement (ICE) funds; \$2 million in Illinois Department of Transportation funds, \$1.6 million in local municipality funds and \$160,887 in 2015 Federal carryover funds from the Southeastern Wisconsin Regional Planning Commission. The plan also calls for \$6 million of Metra's fare revenue to be allocated to the capital program. Metra's 2020-2024 capital program tables and project descriptions are included in the appendix of this document pages 31-43. Metra must submit to the RTA a balanced one- and five-year capital program. Under the 2020 program, 68.9 percent of capital funding will be allocated to major capital projects, including:

- Locomotive and car rehabilitation \$95.3 million
- New railcars and locomotives \$138.8 million
- Bridges \$22.6 million
- Yard rehabilitation \$23.2 million
- Stations and parking \$51.2 million

### ROLLING STOCK

Metra's fleet consists of 168 locomotives and 854 diesel railcars as well as 186 electric-propelled Highliner cars used on the Metra Electric Line. In August 2016, Metra received the final two cars of its 160-car order for the Metra Electric Line, completing a 2010 purchase to outfit the line with a completely new and modern fleet.

Rehabilitation and replacement programs allow for the modernization of our rolling stock providing better seating, lighting, climate control, bathroom facilities and electrical outlets for customers to charge their personal electronics. These programs are critical to maintaining the service performance standards on which our customers depend.

In March 2019, the Metra Board of Directors approved a \$70.9 million contract to purchase 15 remanufactured locomotives to replace some of the oldest in the fleet. The locomotives will meet the Environmental Protection Agency's Tier 3 emissions standards. The contract also includes options to buy up to 27 additional locomotives that Metra hopes to fund with the Rebuild Illinois bond funds.

In 2019, Metra also issued a request for proposals (RFP) for at least 200 new rail cars, allowing manufacturers to propose alternative car designs that may address Metra's needs better than the bi-level gallery cars that have been used in northeast Illinois for nearly 70 years.

Metra's 2020-2024 program includes \$1.18 billion for Rolling Stock.

### BRIDGES, TRACK & STRUCTURES

Bridges, track and structure are the foundation of the Metra system. Without the continual renewal of track components, retaining walls and bridges, the reliability of Metra's on-time service would deteriorate and the wear and tear on its rolling stock would increase. To maintain a state of good repair, Metra has established a continual cycle of inspection and renewal for track and structure. Metra currently replaces 80,000 ties and 25 rail crossings annually. Ballast and track resurfacing is performed on a four-year cycle, and since 1980, 97 bridges on the Metra system have been replaced.

Metra is using Rebuild Illinois bond funds for several bridge projects, including the continued renovation of 11 bridges on the Union Pacific North Line in Chicago, a bridge lift at the new Auburn Park Station at 78th/79th Street on the Rock Island Line, replacing the bridge at 96th Avenue in Mokena on the Rock Island Line as well as other bridge projects at Stoney Creek on the SouthWest Service and bridges at Pulaski, Keystone and Grand avenues in Chicago on the Milwaukee District lines. The infusion of bond money enables Metra to have a more aggressive state of good repair program for its bridges. The five-year program includes the renovation or replacement of 20 bridges. The 2020-2024 capital program includes more than \$408.8 million for this asset category.



## **SIGNAL, ELECTRICAL AND COMMUNICATIONS**

Signal, electrical and communications systems are vital to safe railroad operation. Metra trains are guided by approximately 2,000 wayside signals, which allow multiple trains traveling in the same or opposite direction to operate safely. Metra's signal system includes aging interlockings that have been prioritized for replacement. The 2020-2024 program includes the rehabilitation of the Morgan interlocking on the Milwaukee District and the Western interlocking on the Rock Island Line. The program also funds the rehabilitation of multiple signals on the Milwaukee District West Line. Rebuild Illinois bond funds are slated for bi-directional signaling on the Metra Electric Line. The 2020-2024 program includes \$238.5 million for signal, electrical and communication.

## **FACILITIES AND EQUIPMENT**

Metra has 24 rail yards and seven maintenance facilities. In 2017, Metra began upgrading the 49th Street Shop on the Rock Island Line to enable additional railcar rehabilitation. This project is expected to finish in mid-2020. Upgrades and expansions are also necessary to accommodate future system needs. Metra is using Rebuild Illinois bonds to expand the Milwaukee District Western Avenue Yard and the adjacent Union Pacific California Avenue Yard to accommodate future needs. In addition, equipment and vehicles have reached the end of their useful life and must be replaced. State of Illinois pay-as-you-go funds are being allocated annually to help bring these assets into a state of good repair. The 2020-2024 five-year core program includes \$263 million for support facilities and equipment.

## **STATIONS AND PARKING**

Customer enhancements are a major priority for Metra. Station and parking improvements are some of the most visible capital improvements to our customers. Rebuild Illinois bond funds will increase the number of stations Metra is able to renovate and rebuild. Major station projects include the new Auburn Park station on the Rock Island Line, the renovation of the 147th Street Station on the Metra Electric Line, the renovation of the 95th Street/Chicago State Station on the Metra Electric Line and the renovation of the Evanston Davis Street station on the Union Pacific North Line. In addition, Metra is undertaking a new signage program that includes clearly identifying tracks with universal signage for easier wayfinding across all 11 rail lines. Metra will also work to upgrade stations, with emphasis on ADA accessibility features, including the replacement of elevators that have exceeded their useful lives and adding warming shelters to all its outlying stations. The 2020-2024 five-year core program allocates \$365.1 million for station and parking improvements.

## **ICE-FUNDED PROJECTS**

As part of our 2020 capital program, Metra has identified the projects slated to be funded through the RTA's Innovation, Coordination and Enhancement (ICE) Program. The program provides funding assistance to enhance the coordination and integration of public transportation and to develop and implement innovations to improve the quality and delivery of public transportation. For Metra in 2020, there are two projects.

### **2020-Funded Projects**

- Train Tracking and Passenger Counting System - \$3.8 million
- Hybrid and Alternative Fuel Vehicles - \$1.3 million

## 2020 BUDGET OVERVIEW

Metra's 2020 operating budget and 2021-2022 financial plan meet the RTA's revenue recovery ratio and balanced budget requirements. The RTA projects operating funding available in 2020 to be 3.2 percent higher than 2019. 2021 is projected to be 2.4 percent higher than 2020. 2022 is projected to be 1.5 percent higher than 2021.

The budget and financial plan presented in this document is based upon the terms of contractual agreements and reasonable estimates from currently available information. Additional information about revenues and expenses is provided on the following pages and in the Appendix (Exhibits 6-10 pages 27-30).

For the period 2020 through 2022, expenses are estimated to increase in accordance with the terms of current contracts and agreements, or with projections of market indices, as applicable. Staff will continue to examine all aspects of Metra operations, including those of the contract carriers, for cost efficiencies. All parties are expected to cut or contain costs wherever possible.



## PASSENGER REVENUE

Passenger revenue for 2020 is expected to be lower than the 2019 budget by \$8 million, or 2.2 percent. This decrease reflects an \$8 million provision for loss in ridership due to increased telecommuting and other external factors, while fares will remain unchanged.

## REDUCED FARE REIMBURSEMENT

Reduced Fare Reimbursement is budgeted to be \$1.6 million for 2020, a 48.5 percent reduction from the 2019 budget.

## LEASES AND OTHER CONTRACTS

The 2020 budget for revenue from leases and other contracts has been increased by \$4.9 million or 13.2 percent versus 2019, reflecting anticipated increases in billable items, primarily updated and new leases, and track and crossing project work on behalf of the state.

## TOTAL OPERATING EXPENSES

The 2020 operating budget projects an increase of \$5.2 million or 0.6 percent compared to the 2019 budget. With train service levels largely unchanged, the budget expense increase represents projected price changes in labor, benefits, fuel, rents, materials and other costs associated with operating the service and meeting the maintenance and inspection requirements related to the equipment and infrastructure, largely offset by lower fuel costs and lower budgeted labor and fringe costs related to a lower number of budgeted labor positions.

## OPERATIONS AND MAINTENANCE

The 2020 budget for operations and maintenance, which represents about 78 percent of Metra's operating costs, is projected to increase by \$15.2 million or 2.4 percent over 2019. This category is made up of the transportation, engineering and mechanical functions. The transportation category includes the operation of 692 weekday trains across the system and supporting our customers with ticket and station services, the Chicago Union Station, Ogilvie Transportation Center and LaSalle Street downtown stations as well as the Metra Police Department. Transportation costs are projected to increase by \$5.4 million or 1.9 percent over 2019. The engineering category includes activities related to the inspection, repair and maintenance of 242 stations, 1,155 miles of track, 847 bridges, 2,000 signals and other infrastructure. Engineering costs are projected to increase by \$3.6 million or 2.3 percent over 2019. The increase includes higher anticipated operating costs related to Positive Train Control (PTC). The mechanical category includes activities related to the inspection, repair and maintenance of 1,200 pieces of equipment used in commuter service, consisting of locomotives, railcars and the fleet of electric cars used to

operate the Metra Electric Line service. Mechanical costs are projected to increase by \$6.2 million or 3.3 percent over 2019.

Metra's operations and maintenance budget for 2021 is projected to grow by 3.5 percent over the 2020 budget and for 2022 to grow by 3.5 percent over the 2021 plan.

## ADMINISTRATION

The 2020 budget for administration, which represents about 12 percent of Metra's operating costs, is projected to decrease by \$2.7 million or 2.5 percent compared to 2019. For the plan years of 2021 and 2022, administration costs are projected to grow by 3 percent in 2021 over the 2020 budget and by 3 percent in 2022 over the 2021 plan.

## DIESEL FUEL

Diesel fuel for 2020 is budgeted at \$54.8 million, representing a \$7.7 million decrease from the 2019 budget, reflecting savings related to both "locking in" 2020 fuel purchases at favorable rates and operating recently acquired, fuel efficient locomotives. For 2021 and 2022, Metra's projected expense for diesel fuel are \$55.9 million and \$57 million, respectively.



## METRA ELECTRIC LINE ELECTRICITY

Metra Electric Line electricity for 2020 is budgeted at \$5.3 million, which is \$0.2 million or 4.5 percent lower than the 2019 budget. Metra is projecting increases of 2 percent for each of 2021 and 2022.

## CLAIMS AND INSURANCE

Claims and insurance for 2020 is budgeted at \$16.2 million, which is a \$0.6 million or 3.8 percent increase from the 2019 budget. For 2020 and 2021, expenses in this category are projected to increase 2 percent each year.

## SUMMARY

**Exhibit 8 on page 28**, presents Metra's 2020 budget, while **Exhibit 9 on page 29** summarizes Metra's 2020 budget and its 2021-2022 financial plan. Metra's budget and financial plan are presented in a manner consistent with its financial statements, with adjustments in format, as appropriate, for illustrative purposes. Revenues are recognized when earned and expenses are recorded in the period in which goods and services are used. Metra's 2020 projected cash flow summary is included in the Appendix on **page 30 as Exhibit 10**.



# APPENDIX

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## Exhibit 6

**METRA OPERATING BUDGET COMPARISONS 2019 BUDGET AND 2020 BUDGET**

(\$ in millions)

	2019 Budget	2020 Budget	Growth Amt.	%
<b>Revenues</b>				
Passenger Revenue	\$371.0	\$363.0	(\$8.0)	-2.2%
Reduced Fare Subsidy	3.1	1.6	(1.5)	-48.5%
Other Income (Leases, etc.)	37.6	42.5	4.9	13.2%
<b>Total Revenues</b>	<b>\$411.7</b>	<b>\$407.1</b>	<b>(\$4.6)</b>	<b>-1.1%</b>
<b>Operating Expenses</b>				
Transportation	283.8	289.2	5.4	1.9%
Maintenance of Way	157.3	160.9	3.6	2.3%
Maintenance of Equipment	190.4	196.6	6.2	3.3%
<b>Subtotal - Operations</b>	<b>631.5</b>	<b>646.7</b>	<b>15.2</b>	<b>2.4%</b>
Administration	107.1	104.4	(2.7)	-2.5%
Diesel Fuel	62.5	54.8	(7.7)	-12.3%
Metra Electric District Electricity	5.5	5.3	(0.2)	-4.5%
Claims & Insurance	15.6	16.2	0.6	3.8%
<b>Total Operating Expenses</b>	<b>\$822.2</b>	<b>\$827.4</b>	<b>\$5.2</b>	<b>0.6%</b>
<b>Total Funded Deficit</b>	<b>\$410.5</b>	<b>\$420.3</b>	<b>\$9.8</b>	<b>2.4%</b>
Metra Sales Taxes	416.0	429.2	13.2	3.2%
Add: ICE Funding for Operations	0.0	0.0	0.0	0.0%
Add: Security Grant	1.5	0.0	(1.5)	-100.0%
Total Funds for Operating	417.5	429.2	11.7	2.8%
Capital Fare Funding	(7.0)	(6.0)	1.0	-14.3%
<b>Total Funds Available for Operating</b>	<b>\$410.5</b>	<b>\$423.2</b>	<b>\$12.7</b>	<b>3.1%</b>
Excess / (Shortfall) of Funds	0.0	2.9	2.9	
Recovery Ratio	53.1%	52.5%		
Recovery Ratio Additions	\$2.1	\$2.1		
Recovery Ratio Exclusions	\$43.0	\$48.1		

## Exhibit 7

**CALCULATION OF 2020 - 2022 FAREBOX RECOVERY RATIOS**

(\$ in millions)

Year	2020	2021	2022
System Generated Revenues	\$407.1	\$421.1	\$442.1
Additions to Recovery Ratio Revenues	2.1	2.1	2.1
Farebox Recovery Ratio Revenue	409.2	423.2	444.2
<b>Total Operating Expenses</b>	<b>\$827.4</b>	<b>\$854.8</b>	<b>\$883.3</b>
Exclusions from Recovery Ratio Expenses	48.1	49.1	50.0
<b>Farebox Recovery Ratio Expenses</b>	<b>\$779.3</b>	<b>\$805.8</b>	<b>\$833.3</b>
<b>Revenue Recovery Ratio</b>	<b>52.5%</b>	<b>52.5%</b>	<b>53.3%</b>

Exhibit 8

**2020 BUDGET BY CARRIER AND TYPE OF EXPENSE**

(\$ in millions)

	NIRCRC	Union Pacific	BNSF Railway	Total Metra
<b>Revenues</b>				
Passenger Revenue	\$156.1	\$129.8	\$77.1	\$363.0
Reduced Fare Subsidy	0.7	0.6	0.3	1.6
Other Income (Leases, etc.)	42.5	0.0	0.0	42.5
<b>Total Revenues</b>	<b>\$199.3</b>	<b>\$130.4</b>	<b>\$77.4</b>	<b>\$407.1</b>
<b>Operating Expenses</b>				
Transportation	161.4	84.0	43.8	289.2
Maintenance of Way	101.0	53.4	6.5	160.9
Maintenance of Equipment	101.4	62.0	33.2	196.6
<b>Subtotal - Operations</b>	<b>\$363.8</b>	<b>\$199.4</b>	<b>\$83.5</b>	<b>\$646.7</b>
Administration	97.1	7.3	0.0	104.4
Diesel Fuel	22.6	22.9	9.3	54.8
Metra Electric District Electricity	5.3	0.0	0.0	5.3
Claims & Insurance	16.2	0.0	0.0	16.2
<b>Total Operating Expenses</b>	<b>\$505.0</b>	<b>\$229.6</b>	<b>\$92.8</b>	<b>\$827.4</b>
<b>Total Funded Deficit</b>	<b>\$305.7</b>	<b>\$99.2</b>	<b>\$15.4</b>	<b>\$420.3</b>
Metra Sales Taxes				429.2
Add: ICE Funding for Operations				0.0
Add: Security Grant				0.0
Less: Capital Fare Funding				(6.0)
<b>Total Funds Available for Operating</b>				<b>\$423.2</b>
Excess / (Shortfall) of Funds				2.9
Revenue Recovery Ratio				52.5%
Recovery Ratio Additions				2.1
Recovery Ratio Exclusions				48.1

## Exhibit 9

**2020 BUDGET SUMMARY AND 2020-2022 FINANCIAL PLAN**

(\$ in millions)

	2020 Budget	Growth	2021 Plan	Growth	2022 Plan
<b>Revenues:</b>					
Passenger Revenue	\$363.0	3.9%	\$377.0	5.6%	\$398.0
Reduced Fare Subsidy	1.6	0.0%	1.6	0.0%	1.6
Other Income (Leases, etc.)	42.5	0.0%	42.5	0.0%	42.5
<b>Total Revenues</b>	<b>\$407.1</b>	<b>3.4%</b>	<b>\$421.1</b>	<b>5.0%</b>	<b>\$442.1</b>
<b>Operating Expenses</b>					
Transportation	289.2	2.8%	297.2	2.8%	305.3
Maintenance of Way	160.9	5.9%	170.3	5.9%	180.3
Maintenance of Equipment	196.6	2.8%	202.0	2.8%	207.6
<b>Subtotal - Operations</b>	<b>\$646.7</b>	<b>3.5%</b>	<b>\$669.5</b>	<b>3.5%</b>	<b>\$693.2</b>
Administration	104.4	3.0%	107.5	3.0%	110.7
Diesel Fuel	54.8	2.0%	55.9	2.0%	57.0
Metra Electric District Electricity	5.3	2.0%	5.4	2.0%	5.5
Claims & Insurance	16.2	2.0%	16.5	2.0%	16.9
<b>Total Operating Expenses</b>	<b>\$827.4</b>	<b>3.3%</b>	<b>\$854.8</b>	<b>3.3%</b>	<b>\$883.3</b>
<b>Total Funded Deficit</b>	<b>\$420.3</b>	<b>3.2%</b>	<b>\$433.7</b>	<b>1.7%</b>	<b>\$441.2</b>
Metra Sales Taxes	429.2	2.4%	439.6	1.5%	446.3
Add: ICE Funding for Operations	0.0		0.0		0.0
Add: Security Grant	0.0		0.0		0.0
Funds Available for Operating	\$429.2	2.4%	\$439.6	1.5%	\$446.3
Capital Fare Funding	(6.0)	-16.7%	(5.0)	0.0%	(5.0)
<b>Total Funds Available for Operating</b>	<b>\$423.2</b>	<b>2.7%</b>	<b>\$434.6</b>	<b>1.5%</b>	<b>\$441.3</b>
Excess / (Shortfall) of Funds	2.9		0.9		0.1
Recovery Ratio	52.5%		52.5%		53.3%
Recovery Ratio Additions	\$2.1		\$2.1		\$2.1
Recovery Ratio Exclusions	\$48.1		\$49.1		\$50.0



Exhibit 10

**METRA 2020 PROJECTED CASH FLOW SUMMARY**

(\$ in millions)

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Beginning Balance	\$350.0	\$350.6	\$352.8	\$362.8	\$356.0	\$350.9	\$352.5	\$353.2	\$356.9	\$358.8	\$357.1	\$355.8	
Operating Revenue	31.9	30.9	32.7	32.9	34.9	35.1	36.9	35.4	34.1	33.4	32.0	30.9	401.1
Capital Farebox Revenue	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	6.0
<b>Total Operating Revenue</b>	<b>32.4</b>	<b>31.4</b>	<b>33.2</b>	<b>33.4</b>	<b>35.4</b>	<b>35.6</b>	<b>37.4</b>	<b>35.9</b>	<b>34.6</b>	<b>33.9</b>	<b>32.5</b>	<b>31.4</b>	<b>407.1</b>
RTA Sales Tax Month Paid	40.2	40.1	46.3	28.7	28.4	34.1	32.7	36.7	36.0	34.0	35.9	35.0	427.8
ICE (Per RTA Schedule)	0.4	0.4	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	5.2
RTA Sales Tax / State PTF	40.6	40.5	46.7	29.1	28.8	34.5	33.1	37.1	36.4	34.4	36.3	35.4	433.0
Security Grants	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Grants													
FTA	15.5	15.5	15.5	15.5	15.5	15.6	15.6	15.6	15.6	15.6	15.6	15.6	186.7
RTA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CMAP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Subtotal</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.6</b>	<b>15.6</b>	<b>15.6</b>	<b>15.6</b>	<b>15.6</b>	<b>15.6</b>	<b>15.6</b>	<b>186.7</b>
<b>Total Cash Receipts</b>	<b>88.5</b>	<b>87.4</b>	<b>95.4</b>	<b>78.0</b>	<b>79.7</b>	<b>85.7</b>	<b>86.1</b>	<b>88.6</b>	<b>86.6</b>	<b>83.9</b>	<b>84.4</b>	<b>82.4</b>	<b>1,026.8</b>
<b>Operating Expenses</b>	<b>71.5</b>	<b>68.8</b>	<b>68.9</b>	<b>68.4</b>	<b>68.4</b>	<b>67.5</b>	<b>68.9</b>	<b>68.4</b>	<b>68.2</b>	<b>69.0</b>	<b>69.2</b>	<b>70.2</b>	<b>827.4</b>
<b>Total Operating Expenses</b>	<b>71.5</b>	<b>68.8</b>	<b>68.9</b>	<b>68.4</b>	<b>68.4</b>	<b>67.5</b>	<b>68.9</b>	<b>68.4</b>	<b>68.2</b>	<b>69.0</b>	<b>69.2</b>	<b>70.2</b>	<b>827.4</b>
Capital Projects													
FTA/RTA/IDOT	15.9	15.9	16.0	15.9	15.9	16.0	16.0	16.0	16.0	16.0	16.0	16.0	191.9
Metra	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	6.0
<b>Total Capital Projects</b>	<b>16.4</b>	<b>16.4</b>	<b>16.5</b>	<b>16.4</b>	<b>16.4</b>	<b>16.5</b>	<b>16.5</b>	<b>16.5</b>	<b>16.5</b>	<b>16.5</b>	<b>16.5</b>	<b>16.5</b>	<b>197.9</b>
<b>Total Cash Disbursements</b>	<b>87.9</b>	<b>85.2</b>	<b>85.4</b>	<b>84.8</b>	<b>84.8</b>	<b>84.0</b>	<b>85.4</b>	<b>84.9</b>	<b>84.7</b>	<b>85.5</b>	<b>85.7</b>	<b>86.7</b>	<b>1,025.3</b>
<b>Ending Balance</b>	<b>\$350.6</b>	<b>\$352.8</b>	<b>\$362.8</b>	<b>\$356.0</b>	<b>\$350.9</b>	<b>\$352.5</b>	<b>\$353.2</b>	<b>\$356.9</b>	<b>\$358.8</b>	<b>\$357.1</b>	<b>\$355.8</b>	<b>\$351.5</b>	

## Exhibit 11

## PROPOSED CAPITAL PROGRAM 2020

PE	Description	RR	Source	Amount
<b>Rolling Stock</b>				
5401	TRACTION MOTORS	MET	f	\$1,500,000
5402	LOCOMOTIVE AND CAR IMPROVEMENTS	MET	f	\$500,000
5403	WHEEL REPLACEMENT	MET	f	\$1,000,000
5404	SWITCHER LOCOMOTIVE PROCUREMENT	MET	ib	\$11,250,000
5405	ALTERNATIVE FUEL LOCOMOTIVES	MET	ib	\$10,000,000
5306	F59 LOCOMOTIVE ENGINE UPGRADE	MET	ip	\$23,250,000
5406	DC to AC CONVERSION	MET	ib	\$19,000,000
5109	LOCOMOTIVE PURCHASE	MET	ib	\$24,550,000
5109	LOCOMOTIVE PURCHASE	MET	ip	\$12,425,000
5006	NEW CAR PURCHASE	MET	ib	\$90,666,300
5207	CAR REHAB (NIPPON SHARYO P-3)	MET	f	\$11,267,887
5207	CAR REHAB (NIPPON SHARYO P- 5)	MET	f	\$10,675,000
5204	LOCOMOTIVE REHABILITATION 100-149,215,216	MET	f	\$14,000,000
5009	CAR REHAB (NIPPON SHARYO HIGHLINERS)	MET	f	\$7,250,000
5010	CAR AND LOCOMOTIVE CAMERAS	MET	f	\$2,000,000
<b>Rolling Stock Subtotal</b>				<b>\$239,334,187</b>
<b>Bridges,Track and Structures</b>				
5411	TIES, BALLAST, & SW HEATERS	BNS	f	\$3,000,000
5412	TIES AND BALLAST	MED	f	\$2,700,000
5413	TIES AND BALLAST (50/50)	MWD	f	\$2,670,000
5314	TIES AND BALLAST	RID	f	\$1,440,000
5421	UNDERCUTTING & SURFACING	MED	f	\$250,000
5422	UNDERCUTTING & SURFACING	MWD	f	\$750,000
5423	UNDERCUTTING & SURFACING	RID	f	\$750,000
5425	RAIL REPLACEMENT	BNS	f	\$1,650,000
5426	RAIL REPLACEMENT	MED	f	\$250,000
5427	RAIL REPLACEMENT	MWD	f	\$1,000,000
5428	RAIL REPLACEMENT	RID	f	\$250,000
5429	RAIL REPLACEMENT	UPR	f	\$750,000
5430	RONDOUT TRACK	MWD	f	\$4,000,000
5420	NCS IMPROVEMENTS	NCS	mt	\$800,000
5330	CREATE - P2	SWS	ip	\$14,500,000
5431	CROSSINGS (ROAD & TRACK)	MED	f	\$1,500,000
5432	CROSSINGS (ROAD & TRACK)	MWD	f	\$1,500,000
5433	CROSSINGS (ROAD & TRACK - 50/50)	MWD	f	\$1,500,000
5434	CROSSINGS (ROAD & TRACK)	RID	f	\$1,000,000
5435	CROSSINGS (ROAD & TRACK)	UPR	f	\$250,000
5436	BRIDGES & RETAINING WALLS	BNS	f	\$2,500,000
5348	BRIDGES	MWD	f	\$500,000
5440	BRIDGES & RETAINING WALLS	UPR	f	\$2,000,000
4840	NORTH LINE BRIDGES (PHASED)	UPR	ib	\$6,100,000
5444	CATENARY STRUCTURE REHABILITATION	MED	f	\$1,000,000
5441	BRIDGE A110/56	MWD	f	\$1,150,000
5442	BRIDGE A318	MWD	f	\$147,000
5443	HICKORY CREEK BRIDGE	RID	f	\$2,881,000
5445	CREATE EW-2 BRIDGE PROJECT	RID	ib	\$8,000,000
4739	275-OLD 96th AVENUE	RID	ib	\$600,000
5446	EVANSTON BRIDGE PROTECTIVE COATING	UPR	ip	\$3,300,000
<b>Track &amp; Structure Subtotal</b>				<b>\$68,688,000</b>

PE	Description	RR	Source	Amount
<b>Signal, Electrical &amp; Communications</b>				
5149	LAKE STREET INTERLOCKER	UPR	f	\$2,500,000
5352	SIGNAL STANDARDS	MET	f	\$1,500,000
5447	MWD LINE SIGNALS (50/50)	MWD	f	\$3,100,000
5457	CUS INTERLOCKERS	MET	f	\$2,500,000
5448	FACILITIES - ELEC	BNS	f	\$2,500,000
5449	FACILITIES - ELEC	MED	f	\$400,000
5450	FACILITIES - ELEC	MWD	f	\$2,900,000
5451	FACILITIES- ELEC	RID	f	\$750,000
5452	FACILITIES- ELEC	UPR	f	\$600,000
5360	HVAC REPLACEMENTS	MWD	f	\$2,000,000
5454	SUBSTATION IMPROVEMENTS	MED	f	\$1,500,000
5361	MORGAN INTERLOCKING	MWD	f	\$3,000,000
5362	WESTERN INTERLOCKING	RID	f	\$500,000
5455	LAKE FOREST CROSSOVERS	MWD	f	\$1,900,000
5456	OAK LAWN CROSSINGS	SWS	f	\$1,150,000
5456	OAK LAWN CROSSINGS	SWS	id	\$2,000,000
5456	OAK LAWN CROSSINGS	SWS	ol	\$1,600,000
5350	COMMUNICATION IMPROVEMENTS	MET	f	\$1,500,000
5364	VIDEO SYS STORAGE	MET	f	\$2,300,000
<b>Signal, Electrical &amp; Communications Subtotal</b>				<b>\$34,200,000</b>
<b>Facilities and Equipment</b>				
5458	YARD IMPROVEMENTS	BNS	f	\$3,000,000
5459	YARD IMPROVEMENTS	MED	f	\$1,000,000
5460	YARD IMPROVEMENTS	MWD	f	\$1,100,000
5461	YARD IMPROVEMENTS	RID	f	\$500,000
5462	YARD IMPROVEMENTS	UPR	f	\$600,000
4972	47th/49th STREET YARD FACILITY	RID	f	\$3,000,000
5463	14th STREET FUELING FACILITY	BNS	f	\$4,000,000
5464	WESTERN AVENUE EXPANSION	MWD	ib	\$5,000,000
5465	CAL AVE EXPANSION	UPR	ib	\$5,000,000
5466	CREW FACILITIES	MET	ib	\$5,000,000
5467	RIGHT OF WAY EQUIPMENT	MET	ip	\$10,000,000
5467	RIGHT OF WAY EQUIPMENT	MET	f	\$2,000,000
4992	HYBRID & ALT FUEL VEHICLES	MET	ri	\$1,342,798
5468	EQUIPMENT & VEHIC MECH	MET	f	\$3,500,000
5062	AUTOMATIC PASSENGER COUNTERS	MET	f	\$1,000,000
5469	AUTOMATED EXTERNAL DEFIBRILLATORS	MET	f	\$1,000,000
5470	OFFICE EQUIPMENT	MET	f	\$275,000
5471	IT COMPONENTS & SERVICES	MET	f	\$1,500,000
5471	IT COMPONENTS & SERVICES	MET	mt	\$500,000
5472	BUILDING IMPROVEMENTS	MET	f	\$4,000,000
5473	CONTROL CENTER	MET	f	\$4,000,000
5171	GPS/TRAIN TRACKING	MET	ri	\$3,855,202
4852	FINANCIAL SYSTEM REPLACEMENT	MET	f	\$2,100,000
<b>Facilities &amp; Equipment Subtotal</b>				<b>\$63,273,000</b>

PE	Description	RR	Source	Amount
<b>Stations and Parking</b>				
5077	STATION SIGNS	MET	f	\$250,000
5475	SYSTEMWIDE STATION SIGNS	MET	f	\$1,000,000
5478	ELEVATOR REPLACEMENT	MET	ip	\$300,000
5480	PLATFORM IMPROVEMENTS	MET	f	\$3,000,000
5481	SYSTEMWIDE STATION IMPROVEMENTS	MET	f	\$5,000,000
5482	STATION FAC IMPROVEMENTS	MED	f	\$3,000,000
5483	PARKING LOT IMPROVEMENTS	MET	f	\$1,000,000
4782	HUBBARD WOODS STATION	UPR	f	\$3,090,000
5384	ELMHURST STATION	UPR	mt	\$1,000,000
5385	NEW LENOX STATION	RID	mt	\$1,000,000
5474	OGILVIE TILE REPLACEMENT	UPR	f	\$250,000
4484	AUBURN PARK NEW STATION	RID	ib	\$10,000,000
5484	115th ST STATION	RID	f	\$850,000
5485	WESTMONT STATION	BNS	f	\$200,000
5486	WAUKEGAN STATION	UPR	f	\$1,000,000
5180	147th ST STATION	MED	ib	\$10,000,000
5487	WEST HINSDALE	BNS	f	\$250,000
5479	SHELTERS	MET	ip	\$10,000,000
<b>Stations and Parking Subtotal</b>				<b>\$51,190,000</b>

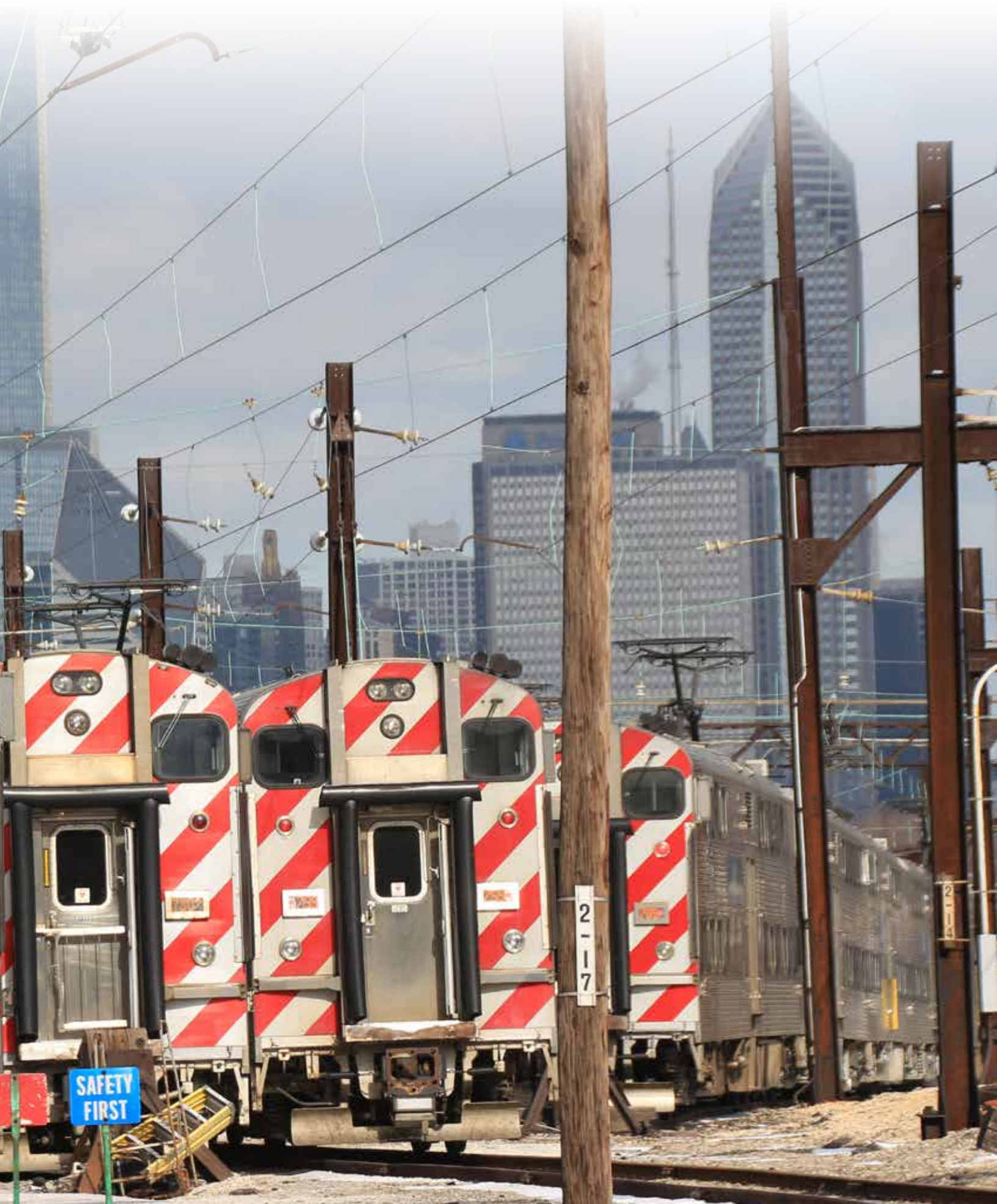
PE	Description	RR	Source	Amount
<b>Support Activities</b>				
5490	INFRASTRUCTURE ENGINEERING	BNS	f	\$500,000
5491	INFRASTRUCTURE ENGINEERING	MED	f	\$500,000
5492	INFRASTRUCTURE ENGINEERING	MWD	f	\$500,000
5493	INFRASTRUCTURE ENGINEERING	RID	f	\$500,000
5494	INFRASTRUCTURE ENGINEERING	UPR	f	\$500,000
5495	INFRASTRUCTURE ENGINEERING	MET	f	\$500,000
5195	TRANSIT ASSET MANAGEMENT	MET	f	\$5,000,000
5488	PROJECT DEVELOPMENT	MET	f	\$500,000
5489	PROGRAM MANAGEMENT	MET	f	\$10,000,000
5496	UNANTICIPATED CAPITAL	MET	mt	\$1,000,000
5497	LOCALLY FUNDED PROJECTS / MATCH	MET	mt	\$1,700,000
5498	PROJECT ADMINISTRATION	MET	f	\$1,000,000
5499	CONTINGENCIES	MET	f	\$801,000
5499	CONTINGENCIES	MET	f	\$887,551
<b>Support Activities Subtotal</b>				<b>\$23,888,551</b>
<b>Grand Totals For Uses</b>				<b>\$480,573,738</b>
Federal State of Good Repair (5337)				
			f3	\$101,990,978
Federal Formula (5307)				
			f9	\$84,675,573
<b>Subtotal Federal Formula</b>				<b>\$186,666,551</b>
RTA Innovation, Coordination & Enhancement				
			ri	\$5,198,000
State of Illinois Bonds				
			ib	\$205,166,300
State of Illinois PAYGO Funds				
			ip	\$73,775,000
State of Illinois (IDOT) Funds				
			id	\$2,000,000
Village of Oak Lawn Funds				
			ol	\$1,600,000
Metra Farebox Capital				
			mt	\$6,000,000
<b>TOTAL FUNDING PROGRAM</b>				<b>\$480,405,851</b>
Prior Year Funds				
2015 Federal Carryover Funds				
			f	\$160,887
<b>GRAND TOTAL</b>				<b>\$480,573,738</b>

Exhibit 12  
**METRA CAPITAL PROGRAM SOURCES 2020 - 2024\***  
 (\$ in millions)

Funding Source	2020	2021-2024	Total
<b>Federal Base Program</b>			
State of Good Repair (5337)/ Formula (5307)	\$186.7	\$775.1	\$961.8
<b>Subtotal Federal Base Program</b>	<b>\$186.7</b>	<b>\$775.1</b>	<b>\$961.8</b>
<b>Supplemental</b>			
2015 Federal Carryover	\$0.1	\$0.0	\$0.1
Federal CMAQ	\$0.0	\$0.3	\$0.3
RTA Bond	\$0.0	\$130.0	\$130.0
RTA Innovation, Coordination & Enhancement	\$5.2	\$10.8	\$16.0
State of Illinois Bond Funds	\$205.2	\$872.1	\$1,077.3
State of Illinois PAYGO Funds	\$73.7	\$295.1	\$368.8
State of Illinois (IDOT) Funds	\$2.0	\$0.0	\$2.0
Village of Oak Lawn Funds	\$1.6	\$0.0	\$1.6
Metra Farebox Capital	\$6.0	\$20.0	\$26.0
<b>Subtotal Supplemental Program</b>	<b>\$293.8</b>	<b>\$1,328.3</b>	<b>\$1,622.1</b>
<b>Grand Total</b>	<b>\$480.5</b>	<b>\$2,103.4</b>	<b>\$2,583.9</b>

\*May not total due to rounding





# 2020 CAPITAL PROGRAM PROJECT DESCRIPTIONS

## ROLLING STOCK

### PE 5401 TRACTION MOTORS, MET

This project funds the overhaul of traction motors and traction alternators for locomotives. This project also involves the overhaul of auxiliary generators and head-end-power (HEP) alternators. The overhauled equipment will be used on locomotives operated on railroads either owned or operated by Metra. These traction motors and alternators were originally placed in service between 1974 and 2003 and are showing signs of deterioration. A basic overhaul is required to return these motors to an acceptable level of performance. (\$1,500,000)

### PE 5402 LOCOMOTIVE AND CAR IMPROVEMENTS, MET

This project involves various improvements to diesel-hauled and electric commuter cars, as well as locomotives. These improvements may be identified at the start of a major rehabilitation project or during routine maintenance or inspection. (\$500,000)

### PE 5403 WHEEL REPLACEMENT, MET

This project will implement the FRA-mandated replacement of wheel sets on Metra's fleet of locomotives and commuter cars. The replacement wheels will be used on vehicles being operated on all carriers and railroads in the Metra system as part of an ongoing program to overhaul major rolling stock components. (\$1,000,000)

## LINE ABBREVIATIONS

Line Name	Shown as
BNSF Railway	BNS
Heritage Corridor	HC
Metra Electric Line	MED
Milwaukee District	MWD
North Central Service	NCS
Rock Island District	RID
SouthWest Service	SWS
Systemwide non-line specific	MET
Union Pacific	UPR

### PE 5404 SWITCHER LOCOMOTIVE PROCUREMENT, MET

The project involves the purchase of a switcher locomotive. The new equipment will be used at the 47th Street Rail Yard to move gallery cars and locomotives between service stations. (\$11,250,000)

### PE 5405 ALTERNATIVE FUEL LOCOMOTIVES, MET

This project involves the purchase of a prototype locomotive powered by compressed natural gas or other alternative fuel sources. The prototype will test the applicability of the new technology to Metra's commuter rail service. (\$10,000,000)

### PE 5306 F59 LOCOMOTIVE ENGINE UPGRADE, MET

This project will overhaul 21 F59PHI locomotives to maintain a state of good repair. The locomotives' main engine will be upgraded from Tier 0+ to Tier 3 emissions and the HEP genset will be upgraded from Tier 2 to Tier 4i. (\$23,250,000)

### PE 5406 DC TO AC CONVERSION, MET

This project will convert 54 existing locomotives (F59 PHI,

F59 PH and MP 36 locomotives) from DC traction propulsion to AC traction propulsion. (\$19,000,000)

### PE 5109 LOCOMOTIVE PURCHASE, MET

This project will fund the procurement of new or used locomotives. The current Metra fleet is reaching the end of its useful life. (\$36,975,000)

### PE 5006 NEW CAR PURCHASE, MET

The proposed long-term railcar program will purchase 397 new diesel cars to replace 318 cars with an average age of 43 years, increase the number of spare cars by 49 and retire the oldest cars in the fleet. (\$90,666,300)

### PE 5207 CAR REHAB (NIPPON SHARYO P-3), MET

This is Phase 3 of a multiyear project to rehabilitate more than 300 bi-level commuter cars delivered between 2002 and 2008. This phase consists of 11 cab cars and 19 trailer/coach cars built by the Nippon-Sharyo Corporation. (\$11,267,887)

### PE 5207 CAR REHAB (NIPPON SHARYO P-5), MET

This is Phase 5 of a multiyear car project to rehabilitate more than 300 bi-level commuter cars

delivered between 2002 and 2008. This phase consists of 11 cab cars and 19 trailer/coach cars built by the Nippon-Sharyo Corporation. (\$10,675,000)

**PE 5204 LOCOMOTIVE REBUILD 100-149,215,216, MET**

This project continues Metra's ongoing locomotive rehabilitation program. It consists of the life extending rebuild of F40 locomotives and the mid-life overhaul of MP36 locomotives. A locomotive rehabilitation is less expensive than a purchase (\$1.8 million vs. \$7 million per vehicle.) These projects can include but are not limited to the complete rebuild of a diesel engine. The overhaul of the HEP alternator and gear boxes as well as painting and body repair will be included as needed. (\$14,000,000)

**PE 5009 CAR REHAB (NIPPON SHARYO HIGHLINERS), MET**

This project is the continuation of the rehabilitation of commuter cars delivered between 2005 and 2008. Cab cars and trailer/coach cars built by the Nippon-Sharyo Corporation will be rehabilitated during this multiphase project. (\$7,250,000)

**PE 5010 CAR AND LOCOMOTIVE CAMERAS, MET**

This project involves the purchase of a digital video recording (DVR) system to replace the 11-year old, obsolete system currently in service on Metra's rolling stock. The new system will allow for video recording of railroad signal aspects and incidents. (\$2,000,000)

**BRIDGES, TRACK AND STRUCTURES**

**PE 5411 TIES AND BALLAST & SW HEATERS, BNS**

**PE 5412 TIES AND BALLAST, MED**

**PE 5413 TIES AND BALLAST, MWD (50/50)**

**PE 5414 TIES AND BALLAST, RID**

These projects consist of the replacement of cross ties, switch ties and ballast and are necessary to maintain proper track gauge and surface as part of an ongoing program to replace ties and ballast throughout the commuter territory. This work improves the riding quality of the trains, reduces wear and tear on rolling stock and reduces the incidence of slow orders, which can adversely affect adherence to train schedules. The cost of projects on the Milwaukee District are split 50/50 with the Canadian Pacific Railroad. (\$9,810,000)

**PE 5421 UNDERCUTTING & SURFACING, MED**

**PE 5422 UNDERCUTTING & SURFACING, MWD**

**PE 5423 UNDERCUTTING & SURFACING, RID**

Track undercutting removes fouled track ballast, which is then cleaned and returned to the track bed. Undercutting is necessary when the ballast section has become so contaminated that normal ballasting and surfacing will no longer hold a proper track surface and the ballast's load spreading capability is lost. Undercutting results in a smooth, well-aligned track surface, extends tie and ballast life and reduces ongoing maintenance expenses. (\$1,750,000)

**PE 5425 RAIL REPLACEMENT, BNS**

This project will provide for the installation of rail and switches on the BNSF Line. The project also includes the renewal of switch points at various locations along the BNSF Line, the replacement

of switch machines and the replacement of turnouts. The high density of freight and commuter traffic, including extensive express service, requires close monitoring and periodic replacement of switches and switch machines on the BNSF. Turnouts also must be inspected and replaced frequently to protect against derailment. While minor defects in switch points and turnouts can be remedied with field welding, periodic replacement is required to ensure reliable operations. (\$1,650,000)

**PE 5426 RAIL REPLACEMENT, MED**

**PE 5427 RAIL REPLACEMENT, MWD**

**PE 5428 RAIL REPLACEMENT, RID**

**PE 5429 RAIL REPLACEMENT, UPR**

These projects consist of the installation of continuous-welded rail on Metra-owned rail lines and the Union Pacific lines to maintain track speeds and on-time performance. Specific locations are to be determined through regular track inspection. (\$2,250,000)

**PE 5430 RONDOUT TRACK, MWD**

This project consists of track renewal and reconfiguration as part of the ongoing Rondout interlocking project. The project is replacing track and switches in the Rondout Interlocker on the Milwaukee District North Line. The interlocker was installed in the 1960s and is obsolete. (\$4,000,000)

**PE 5420 NCS IMPROVEMENTS, NCS**

This project consists of the installation of rail, ties and ballast, undercutting, and other capital improvements on the North

Central Service (NCS) Line.  
(\$800,000)

**PE 5330 CREATE – P2, SWS**

This project will provide engineering for the 75th Street Corridor Improvement Project (CIP) which is intended to relieve rail congestion by separating freight and passenger rail lines.  
(\$14,500,000)

**PE 5431 CROSSINGS (ROAD & TRACK), MED**

**PE 5432 CROSSINGS (ROAD & TRACK), MWD**

**PE 5434 CROSSINGS (ROAD & TRACK), RID**

**PE 5435 CROSSINGS (ROAD & TRACK), UPR**

These projects provide for the renewal of rail highway grade crossings at various locations on Metra lines and Union Pacific lines. The specific crossings to be renewed will be based on an evaluation of the stage of deterioration at each crossing. The work will include, but not be limited to, replacement of cross ties, crossing material, and ballast, as well as the surfacing of the track. (\$4,250,000)

**PE 5433 CROSSINGS (ROAD & TRACK – 50/50), MWD**

This project provides for the renewal of rail highway grade crossings at various locations on the Milwaukee District North and West Lines. The specific crossings to be renewed will be based on an evaluation of the stage of deterioration at each crossing. The work will include, but not be limited to, replacement of cross ties, crossing material, and ballast, as well as the surfacing of the track. This is a 50/50 project in partnership with Canadian Pacific Railway.  
(\$1,500,000)

**PE 5436 BRIDGE AND RETAINING WALLS, BNS**

This project will provide for the rehabilitation of retaining walls on the BNSF Line. Retaining wall sections at intermittent locations along the right-of-way will be rehabilitated. This work typically includes complete reconstruction with steel sheet piling, concrete panels or bin wall to prevent retaining wall deterioration that can result in destabilization of the roadbed and in turn lead to track shifting. (\$2,500,000)

**PE 5438 BRIDGES, MWD**

These projects fund the improvement of bridges along Metra rail lines. Improvements can include rehabilitation to components such as timber wing walls and fencing, cracked bearing blocks and cracked bridge seats on abutments. Specific improvements will be determined based on a survey of field conditions. (\$500,000)

**PE 5440 BRIDGE AND RETAINING WALLS, UPR**

This project will provide for the rehabilitation of retaining walls on the UP lines. Sections of retaining wall at intermittent locations along the right-of-way will be rehabilitated. This work typically includes reconstruction of the retaining wall with steel sheet piling, concrete panels or bin wall to prevent deterioration that can result in destabilization of the track bed. (\$2,000,000)

**PE 4840 NORTH LINE BRIDGES (PHASED), UPR**

This project will provide engineering design services for the replacement of 11 bridges on the Union Pacific North Line from Lincoln/Addison to Fullerton. The scope of work includes, but is not limited to, replacement of existing stone abutments, retaining wall

construction, steel spans, and decks. The project also includes track work between the bridges and replacement of wood ties at these locations with concrete ties.  
(\$6,100,000)

**PE 5444 CATENARY STRUCTURE REHAB, MED**

This project involves the ongoing rehabilitation of various catenary structures on the Metra Electric subdistricts, all originating in Chicago: the University Park Subdistrict, the South Chicago Subdistrict, and the Blue Island Subdistrict. This work typically involves rehabilitating structural steel, walkways, and concrete foundation pedestals. The work will depend on condition assessments. (\$1,000,000)

**PE 5441 BRIDGE A110/56, MWD**

This project funds engineering design services for the replacement of Bridge A110/56 on Metra's Milwaukee District North Line. The bridge spans the Chicago River north of Shermer Road in Northbrook at milepost 21.3. Construction funds are provided in later years.  
(\$1,150,000)

**PE 5442 BRIDGE A318, MWD**

This project consists of engineering design services for a new second-track siding over the North Branch of the Chicago River at milepost 32.4 in Rondout. The new second-track siding will allow for additional train movements through the Fox Lake subdivision, which runs northwest from Rondout to Fox Lake along the Milwaukee District North Line. (\$147,000)

**PE 5443 HICKORY CREEK BRIDGE, RID**

This project involves the rehabilitation of a bridge on the Rock Island Line that crosses



Hickory Creek in Will County. The structural scope of work will include, but is not limited to, replacement of existing stone abutments, retaining wall construction, steel spans, and decks, rehabilitation items such as timber wing walls and fencing, cracked bearing blocks and cracked bridge seats on abutments. Specific improvements will be determined based on a survey of field conditions. (\$2,881,000)

#### **PE 5445 CREATE EW-2 BRIDGE PROJECT, RID**

This project involves lifting a bridge between 78th Street and 79th Street on Metra's Rock Island Line. The bridge spans three sets of railroad tracks owned by the Belt Railway of Chicago and Norfolk Southern in Chicago at milepost 8.7. This project is a necessary component of the new Auburn Park Station project. (\$8,000,000)

#### **PE 4739 275-OLD 96th AVENUE, RID**

This project funds engineering design services for the replacement of Bridge 275 on Metra's Rock Island Line. The bridge spans 96th Avenue in Mokena at milepost 27.5. Construction funds are provided in later years. (\$600,000)

#### **PE 5446 EVANSTON BRIDGE PROTECTIVE COATING, UPR**

This project involves the sanding, abatement and repainting of the Dempster Street and Davis Street bridges in Evanston on the Union Pacific North Line. (\$3,300,000)

### **SIGNAL, ELECTRICAL AND COMMUNICATIONS**

#### **PE 5149 LAKE STREET INTERLOCKER, UPR**

This project consists of the modernization and upgrade of the Lake Street interlocker at the north end of the Ogilvie Transportation Center (OTC). It will replace track, track bed, switches, switch machines, switch heaters, dwarf signals and signal cable. In the future, the interlocking control machine in Lake Street Tower will be replaced by modern equipment. (\$2,500,000)

#### **PE 5352 SIGNAL STANDARDS, MET**

This project provides engineering design services for Centralized Train Control (CTC) north of A5 on the Milwaukee District North Line. The project will allow the Signal Engineering Department to create a cell library to expedite design and cost estimates of signal projects. (\$1,500,000)

#### **PE 5447 MWD LINE SIGNALS (50/50), MWD**

This is a multiyear signal replacement project on the Milwaukee District West Line. Seven signals will be replaced between Wood Dale and Almore. This is a 50/50 project in partnership with Canadian Pacific Railway. (\$3,100,000)

#### **PE 5457 CUS INTERLOCKERS, MET**

This project involves the modernization and upgrading of outmoded interlockers at the north and south ends of Chicago Union Station (CUS). The project will include, but not be limited to, new rail, ties, and ballast as needed. The cost of the project will be shared by Metra and Amtrak. (\$2,500,000)

#### **PE 5448 FACILITIES – ELEC, BNS**

#### **PE 5449 FACILITIES – ELEC, MED**

#### **PE 5450 FACILITIES – ELEC, MWD**

#### **PE 5451 FACILITIES – ELEC, RID**

#### **PE 5452 FACILITIES – ELEC, UPR**

These projects will provide design and construction funds for electrical engineering projects in BNSF, UP and Metra yards. Projects can include overhead piping, fuel line replacement, cable reels and shore power work. (\$7,150,000)

#### **PE 5360 HVAC REPLACEMENTS, MWD**

This project will provide for the replacement of HVAC units at Milwaukee District rail yards. The units are more than 30 years old and are beyond their useful life. (\$2,000,000)

#### **PE 5454 SUBSTATION IMPROVEMENTS, MED**

This project is for the replacement of the rectifiers at substations along the Metra Electric Line. The rectifiers are 35 years old and they have long exceeded their useful life. Replacement parts are not available. (\$1,500,000)

#### **PE 5361 MORGAN INTERLOCKER, MWD**

This project will provide design funds for the replacement of the Morgan Street interlocker on Metra's Milwaukee C&M subdivision, the signal system infrastructure between Canal Street and A2 interlocker. The Morgan Street interlocker and crossings were originally installed in the early 1960s. The signal system is also affected by the extreme weather conditions common to the Chicago region. It has become extremely difficult

in recent years to obtain parts to make repairs and keep the system operational. (\$3,000,000)

#### **PE 5362 WESTERN INTERLOCKING, RID**

This project will provide design funding for the replacement of the Western Avenue interlocker at Vermont and Grove streets. On Metra's Rock Island Line, the signal system infrastructure at Western Avenue Junction interlocker has become obsolete. The interlocker was originally installed in the early 1960s. (\$500,000)

#### **PE 5455 LAKE FOREST CROSSOVERS, MWD**

This project will provide construction funds for the replacement of crossovers in Lake Forest on Metra's Milwaukee District North Line. (\$1,900,000)

#### **PE 5456 OAK LAWN CROSSINGS, SWS**

This project provides for the renewal of rail-highway grade crossings at various locations along the SouthWest Service. The specific crossings to be renewed will be based on the stage of deterioration. The work will include, but not be limited to, replacement of cross ties, crossing material, and ballast, as well as the surfacing of the track. (\$4,750,000)

#### **PE 5350 COMMUNICATIONS IMPROVEMENTS, MET**

This project involves the installation of improved communications equipment throughout the Metra system, including cameras, video equipment and video back-up. (\$1,500,000)

#### **PE 5364 VIDEO SYS STORAGE, MET**

This project involves the upgrade of Metra's video storage system at the KYD yard. The videos are from cameras installed throughout the Metra system in the six-county region. The current system is outdated. (\$2,300,000)

### **FACILITIES AND EQUIPMENT**

#### **PE 5458 YARD IMPROVEMENTS, BNS**

This project consists of several improvements at the 14th Street Yard. Improvements will include, but not be limited to, the crew facility at 14th Street and cable reel covers. (\$3,000,000)

#### **PE 5459 YARD IMPROVEMENTS, MED**

This project will include, but is not limited to, replacing ties, crosswalks and platforms with steel grated platforms and placing electric tubular heaters on the switch machines at the Metra Electric rail yards. (\$1,000,000)

#### **PE 5460 YARD IMPROVEMENTS, MWD**

Upgrades under this project will include, but are not limited to, installation of electric heating elements for switches and the installation of steel grated boardwalks at the Western Avenue Yard. Track work would include rail, ties, ballast and switches. (\$1,100,000)

#### **PE 5461 YARD IMPROVEMENTS, RID**

This project involves, but is not limited to, replacing ties, crosswalks and platforms with steel grated platforms. Metra will purchase and install a wheel truing machine. The machine grinds the surface of the rail car wheels to make them smooth and even. (\$500,000)

#### **PE 5462 YARD IMPROVEMENTS, UPR**

This project will include, but is not limited to, replacing ties, crosswalks and platforms with steel grated platforms and placing electric tubular heaters on the switch machines at Union Pacific Railroad rail yards. (\$600,000)

#### **PE 4972 47th/49th STREET YARD FACILITY, RID**

This project includes, but is not limited to, the rehabilitation of the 49th Street Diesel Shop on the Rock Island line to enable additional shift work for rail car and locomotive rehabilitation. Work could include but is not limited to expanding office space, crew facilities and locker rooms. A transfer table could also be included. (\$3,000,000)

#### **PE 5463 14th STREET FUELING FACILITY, BNS**

This project will fund enhancements to the fueling facility at the 14th Street Yard. The project will include replacing the underground diesel fuel storage tank and replacing oil piping lines with new, overhead bridge mounted lines. The new system will automatically detect spills, thereby avoiding shutdowns of the fueling facility. This project will also reduce the time to refuel locomotives and other diesel vehicles. (\$4,000,000)

#### **PE 5464 WESTERN AVENUE EXPANSION, MWD**

This project will fund the expansion of the Western Avenue Yard maintenance facilities. The project scope includes new standalone employee and maintenance buildings, the construction of up to nine new tracks, and space to park as many as four additional train sets. (\$5,000,000)

**PE 5465 CAL AVE EXPANSION, UPR**

This project will fund the expansion of the California Avenue Coach Yard. The project scope includes acquisition of additional land, construction of a new train washer, construction of new tracks to park as many as six additional train sets. (\$5,000,000)

**PE 5466 CREW FACILITIES, MET**

This project will renovate and build crew facilities, including locker rooms and training facilities at various locations across the Metra system. (\$5,000,000)

**PE 5467 RIGHT OF WAY EQUIPMENT, MET**

This project involves the purchase of various pieces of equipment to be used by Metra's Engineering Department. This list includes end loaders, track backhoes, hi-rail equipment for track inspection, and other equipment. (\$12,000,000)

**PE 4992 HYBRID AND ALTERNATIVE FUEL VEHICLES, MET**

This project involves developing a vehicle replacement program of hybrid vehicles that will include, but not be limited to, police cars, police SUVs, and other trucks used by Metra. (\$1,342,798)

**PE 5468 EQUIPMENT & VEHICLES MECH, MET**

This project provides for the purchase and rehabilitation of vehicles and equipment used by Metra's Mechanical and Engineering Departments to help service and maintain Metra's fleet at the various yards. This project includes, but is not limited to, vehicles used for supervision of fieldwork, small pickup trucks, various forklift trucks and car movers. The existing equipment has surpassed its useful life. (\$3,500,000)

**PE 5062 AUTOMATIC PASSENGER COUNTERS, MET**

This project provides funds for the purchase of automatic passenger counters (APCs) to be installed on Metra railcars. APCs will be used for real-time counting of ridership on Metra lines. (\$1,000,000)

**PE 5469 AUTOMATED EXTERNAL DEFIBRILLATORS (AEDs), MET**

This project provides for the replacement of AEDs installed in 2012-2013 on all cab control coaches and even-numbered Highliner cars of the Metra fleet in addition to major work facilities and Metra police vehicles. (\$1,000,000)

**PE 5470 OFFICE EQUIPMENT, MET**

This project consists of the purchase of various pieces of equipment and office furniture that will be used at Metra storehouses and at the 547 Building. (\$275,000)

**PE 5471 IT COMPONENTS & SERVICES, MET**

This project covers the upgrade for information technology infrastructure at Metra headquarters to be integrated with the financial system replacement and upgrade. (\$2,000,000)

**PE 5472 BUILDING IMPROVEMENTS, MET**

This project addresses electrical improvements at the 547 W. Jackson Building. Projects may include the installation of a stairwell pressurization system and the replacement of the building HVAC system. All work will comply with City of Chicago building code. (\$4,000,000)

**PE 5473 CONTROL CENTER, MET**

This project will consolidate

police, train tracking and media operations into one location for more efficient communications both internally and externally. The control center will be located at the 547 W. Jackson building. (\$4,000,000)

**PE 5171 GPS/TRAIN TRACKING, MET**

This project involves the replacement of the current GPS, which has exceeded its useful life. Metra will replace the GPS, on board announcement system and signs on the entire fleet. Metra will also install automatic passenger counters and event recorders. The new system will maintain the necessary current functions, while potentially adding video surveillance, customer information displays and an infotainment system. (\$3,855,202)

**PE 4852 FINANCIAL SYSTEM REPLACEMENT, MET**

This project is for the implementation of an Enterprise Resource Planning (ERP) system at Metra. This system will integrate internal and external management of information across the entire Metra organization, including such areas as finance, accounting, sales, inventory, customer service, and human resources. (\$2,100,000)

**STATIONS AND PARKING****PE 5077 STATION SIGNS, MET**

The project scope consists of the replacement of damaged signs with new signs at Metra stations. The signs will provide general information, station identification, and pathfinding directional guidance and will comply with the Americans with Disabilities Act (ADA). Modifications to the building structures are not anticipated. (\$250,000)

**PE 5475 SYSTEMWIDE STATION SIGNS, MET**

This project will replace all Metra station identification throughout the Metra system. These signs were installed in the early 1980s and are reaching the end of useful life. The new signs will be designed to comply with the Americans with Disabilities Act (ADA). (\$1,000,000)

**PE 5478 ELEVATOR REPLACEMENT, MET**

This project will replace and renovate elevators at various locations throughout the Metra system. (\$300,000)

**PE 5480 PLATFORM IMPROVEMENTS, MET**

This project is part of Metra's ongoing effort to bring commuter rail stations into ADA compliance. Platform and access work may be completed as necessary. (\$3,000,000)

**PE 5481 SYSTEMWIDE STATION IMPROVEMENTS, MET**

This project includes, but is not limited to, the rehabilitation of Metra station facilities, including the rehabilitation or replacement of roofs, masonry, door and window replacement, concrete work, floors, ceilings, lighting, drainage, stairs, guardrails, handrails, benches, shelters and canopies. (\$5,000,000)

**PE 5482 STATION FACILITY IMPROVEMENTS, MED**

This project element includes, but is not limited to, the replacement or rehabilitation of station platforms, new lighting, access stairs, stair enclosures, shelters, repair of warming shelters, replacement of leaking roofs, replacement of ceilings and other related work. (\$3,000,000)

**PE 5483 PARKING LOT IMPROVEMENTS, MET**

This project will fund major parking lot renovations and collection boxes throughout the system. Parking lots may need to be overhauled even if the station is intact. This project element will fund those projects without depleting funds from the station projects. (\$1,000,000)

**PE 4782 HUBBARD WOODS STATION, UPR**

This project will fund the rehabilitation of the Hubbard Woods Station on the Union Pacific North Line in Winnetka. The project will include station repairs, access improvements and platform work. (\$3,090,000)

**PE 5384 ELMHURST STATION, UPR**

This project will fund Metra's portion of a larger station renovation/expansion in Elmhurst. It will leverage CMAQ funds obtained by the village of Elmhurst to construct a larger station to accommodate the growing ridership. (\$1,000,000)

**PE 5385 NEW LENOX STATION, RID**

The project will fund Metra's portion of the new station building at the New Lenox Station. The new station building will be part of a larger retail development at the site. (\$1,000,000)

**PE 5474 OGILVIE TILE REPLACEMENT, UPR**

This project will replace tile flooring in the Ogilvie Transportation Center concourse. This project will install vapor barriers and replace existing floor tiles with new slip-resistant floor tiles where necessary. (\$250,000)

**PE 4484 AUBURN PARK NEW STATION, RID**

This project will construct a new station facility at Auburn Park on the Rock Island Line. The station will adhere to ADA standards and Metra's station design guidelines. (\$10,000,000)

**PE 5484 115th STATION, RID**

This project will provide design engineering funds for the 115th Street Station in Chicago along the Rock Island Line. The project scope includes parking lot renovations and may include the installation of shelters. (\$850,000)

**PE 5485 WESTMONT, BNS**

This project involves installing new heated-platform technology requested by the village. The heated platform will reduce the amount of snow and ice buildup during winter months, greatly reducing the need for manual snow removal. (\$200,000)

**PE 5486 WAUKEGAN STATION, UPR**

This project involves the rehabilitation of the Waukegan Station facility along the Union Pacific North Line. The project scope includes extending the platforms on the west side of the station, on-demand heated shelters on the east platform, and renovation of the restrooms. (\$1,000,000)

**PE 5180 147TH STREET STATION, MED**

This project consists of the complete rehabilitation of 147th Street (Sibley Boulevard) Station facility in Harvey along the Metra Electric Line. The project scope includes renovation of the station entrance, heated warming shelters and a canopy over half of the platform. Additional project elements include, but may not be limited to, lighting, sidewalk,

bike facilities and landscape enhancements. (\$10,000,000)

**PE 5487 WEST HINSDALE, BNS**

This project will provide design engineering funds for platform rehabilitation of the West Hinsdale Station facility along the BNSF Line. The existing platforms will be rehabilitated in order to install ADA-compliant “truncated dome” type surfaces at the edge of the platforms. Construction funds are provided in later years. (\$250,000)

**PE 5479 SHELTERS, MET**

This project will fund the installation of shelters at stations across the system, which will provide on-demand heat. Specific locations are to be determined. (\$10,000,000)

**SUPPORT ACTIVITIES**

**PE 5490 INFRASTRUCTURE ENGINEERING, BNS**

**PE 5491 INFRASTRUCTURE ENGINEERING, MED**

**PE 5492 INFRASTRUCTURE ENGINEERING, MWD**

**PE 5493 INFRASTRUCTURE ENGINEERING, RID**

**PE 5494 INFRASTRUCTURE ENGINEERING, UPR**

**PE 5495 INFRASTRUCTURE ENGINEERING, MET**

This project funds various engineering responsibilities for capital projects. Metra’s Engineering Department as well as consultant engineers provide support to capital projects. The associated professional consultant services include design engineering and/or construction management in the areas of civil, structural, electrical, mechanical, signal, communications and environmental engineering. (\$3,000,000)

**PE 5195 TRANSIT ASSET MANAGEMENT (TAM), MET**

This project funds the continuation of Metra’s comprehensive asset assessment. This phase will consist of hiring a consultant to assist with the monitoring and implementation of Metra’s Transit Asset Management Plan as required by the Federal Transit Administration. (\$5,000,000)

**PE 5488 PROJECT DEVELOPMENT, MET**

This project will allow Metra to undertake studies to advance major capital projects and secure grant funding. (\$500,000)

**PE 5489 PROGRAM MANAGEMENT, MET**

This project will fund the professional services of a consultant team to provide additional program management capacity made necessary by the extra funding from the state of Illinois. (\$10,000,000)

**PE 5496 UNANTICIPATED CAPITAL, MET**

This project is a reserve of funds available for capital projects that arise throughout the year. Federal grant funds and other grant monies nearly always require local matching funds. Having the local matching funds available will allow Metra to better leverage federal funds when grant opportunities become available. This project will also allow Metra to fully fund small capital projects with Metra dollars. (\$1,000,000)

**PE 5497 LOCALLY FUNDED PROJECTS/MATCH, MET**

Metra farebox capital funds will be used to fund projects locally, and to provide local matching funds for alternate funding sources in order to supplement and advance the system’s capital program needs. (\$1,700,000)

**PE 5498 PROJECT ADMINISTRATION, MET**

This project funds the activities associated with the administration of capital grants and the projects within those grants. This includes only the labor, fringe and overhead costs covered by Metra’s cost allocation plan. Examples of the activities associated with the administration of capital grants are budget revisions, requisitions, quarterly reports and reconciliation of expenses done at project closeout. Metra funds associated with capital grant administration are recognized as capitalized costs under Generally Accepted Accounting Principles (GAAP). (\$1,000,000)

**PE 5499 CONTINGENCIES, MET**

This project will fund both emergencies and unanticipated capital needs that arise throughout the course of the program year. Items covered require immediate attention and cannot wait for inclusion in the budget for the forthcoming program year. Contingencies are necessary to fund emergency activities to prevent project and service delays. (\$1,688,551)

## Exhibit 13

**PROPOSED 2020-2024 CAPITAL PROGRAM****CORE PROGRAM**

(\$ in thousands)

Description	2020	2021	2022	2023	2024	Total
<b>Rolling Stock</b>						
Locomotive Improvements	\$66,250	\$71,385	\$52,050	\$0	\$0	\$189,685
Car Rehabilitation	\$29,193	\$22,324	\$23,650	\$39,860	\$39,859	\$154,886
New Locomotives	\$48,225	\$46,825	\$53,175	\$67,541	\$0	\$215,766
New Rolling Stock	\$90,666	\$63,716	\$109,525	\$207,430	\$117,427	\$588,764
Fleet Component Overhaul	\$5,000	\$9,050	\$8,800	\$8,800	\$8,800	\$40,450
<b>Subtotal</b>	<b>\$239,334</b>	<b>\$213,300</b>	<b>\$247,200</b>	<b>\$323,631</b>	<b>\$166,086</b>	<b>\$1,189,551</b>
<b>Bridges, Track &amp; Structures</b>						
Ties and Ballast	\$9,810	\$9,776	\$8,762	\$6,840	\$8,570	\$43,758
Rail	\$24,950	\$15,680	\$8,118	\$9,315	\$9,417	\$67,480
Crossings (Road and Track)	\$5,750	\$6,000	\$6,500	\$6,500	\$6,500	\$31,250
Bridges	\$22,678	\$12,900	\$27,250	\$91,250	\$99,800	\$253,878
Retaining Wall Rehabilitation	\$4,500	\$1,000	\$1,000	\$1,000	\$1,000	\$8,500
Structural Upgrades	\$1,000	\$750	\$750	\$750	\$750	\$4,000
<b>Subtotal</b>	<b>\$68,688</b>	<b>\$46,106</b>	<b>\$52,380</b>	<b>\$115,655</b>	<b>\$126,037</b>	<b>\$408,866</b>
<b>Signal, Electrical &amp; Communications</b>						
Signal System Upgrades	\$4,600	\$10,450	\$15,350	\$36,400	\$30,500	\$97,300
Interlockings	\$15,150	\$16,000	\$13,300	\$7,000	\$7,000	\$58,450
Electrical System Improvements	\$14,450	\$19,640	\$6,390	\$27,510	\$14,760	\$82,750
<b>Subtotal</b>	<b>\$34,200</b>	<b>\$46,090</b>	<b>\$35,040</b>	<b>\$70,910</b>	<b>\$52,260</b>	<b>\$238,500</b>
<b>Facilities &amp; Equipment</b>						
Yard Improvements	\$23,200	\$14,500	\$25,300	\$16,100	\$20,100	\$99,200
Building Improvements	\$13,000	\$10,000	\$25,000	\$10,000	\$5,000	\$63,000
Equipment and Vehicles	\$24,973	\$23,748	\$18,214	\$16,273	\$14,523	\$97,731
Financial Systems Replacement	\$2,100	\$0	\$0	\$0	\$1,000	\$3,100
<b>Subtotal</b>	<b>\$63,273</b>	<b>\$48,248</b>	<b>\$68,514</b>	<b>\$42,373</b>	<b>\$40,623</b>	<b>\$263,031</b>
<b>Stations &amp; Parking</b>						
Stations & Parking	\$46,940	\$93,432	\$81,476	\$67,050	\$51,350	\$340,248
Platform Improvements	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
Station Signs	\$1,250	\$1,500	\$2,400	\$2,400	\$2,400	\$9,950
<b>Subtotal</b>	<b>\$51,190</b>	<b>\$97,932</b>	<b>\$86,876</b>	<b>\$72,450</b>	<b>\$56,750</b>	<b>\$365,198</b>
<b>Support Activities</b>						
Technical Studies	\$3,500	\$2,900	\$2,600	\$2,750	\$3,000	\$14,750
Project Administration	\$16,000	\$14,698	\$13,000	\$13,750	\$15,000	\$72,448
Locally Funded Projects	\$1,700	\$5,560	\$6,408	\$1,500	\$2,035	\$17,203
Contingencies	\$1,689	\$1,696	\$1,682	\$1,978	\$1,937	\$8,982
Unanticipated Capital	\$1,000	\$1,285	\$893	\$1,437	\$800	\$5,415
<b>Subtotal</b>	<b>\$23,889</b>	<b>\$26,139</b>	<b>\$24,583</b>	<b>\$21,415</b>	<b>\$22,772</b>	<b>\$118,798</b>
<b>Grand Total*</b>	<b>\$480,574</b>	<b>\$477,815</b>	<b>\$514,593</b>	<b>\$646,434</b>	<b>\$464,528</b>	<b>\$2,583,944</b>

\*May not total due to rounding

Exhibit 14

**METRA PHYSICAL DESCRIPTION**

				Number of Stations			Accessible Stations		Rolling Stock					
Carrier/Line		Location of Outlying Terminal	Downtown Terminal	Illinois	Out of State	Total	Partial	Full	Loco-motives	Trailer Cars	Cab Cars	Electric Propelled	Track Miles	Route Miles
BNSF Railway		Aurora, IL (Kane Co.)	Chicago Union Station	25	0	25	5	17	39	174	39	0	144.0	37.5
Union Pacific	North Line	Kenosha, WI (Kenosha Co.)	Ogilvie Transportation Ctr.	24	1	25	1	20					107.5	51.6
	Northwest Line	Harvard, IL (McHenry Co.)	Ogilvie Transportation Ctr.	21	0	21	0	18					161.1	63.1
	McHenry Branch	McHenry, IL (McHenry Co.)	Ogilvie Transportation Ctr.	1	0	1	0	1					8.0	7.4
	West Line	Elburn, IL (Kane Co.)	Ogilvie Transportation Ctr.	18	0	18	2	14					144.2	43.6
<b>Total</b>				<b>64</b>	<b>1</b>	<b>65</b>	<b>3</b>	<b>53</b>	<b>53</b>	<b>264</b>	<b>64</b>	<b>0</b>	<b>418.2</b>	<b>162.3</b>
Electric Line	Main Line	University Park, IL (Will Co.)	Millennium Station	32	0	32	0	13					86.0	31.5
	Blue Island Branch	Blue Island, IL (Cook Co.)	Millennium Station	7	0	7	0	1					5.0	4.4
	South Chicago Branch	Chicago, IL (Cook Co.)	Millennium Station	8	0	8	0	8					11.3	4.7
<b>Total</b>				<b>47</b>	<b>0</b>	<b>47</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>186</b>	<b>102.3</b>	<b>40.6</b>
Heritage Corridor**		Joliet, IL (Will Co.)	Chicago Union Station	6	0	6	0	6	**	**	**	**	78.0	37.2
Milwaukee District***	North Line	Fox Lake, IL (Lake Co.)	Chicago Union Station	20	0	20	0	17					97.0	49.5
	West Line	Elgin, IL (Kane Co.)	Chicago Union Station	21	0	21	0	20					102.8	39.8
<b>Total***</b>				<b>41</b>	<b>0</b>	<b>41</b>	<b>0</b>	<b>37</b>	<b>58</b>	<b>147</b>	<b>56</b>	<b>0</b>	<b>186.4</b>	<b>83.9</b>
North Central Service***		Antioch, IL (Lake Co.)	Chicago Union Station	15	0	15	0	15	***	***	***	***	85.6	52.8
SouthWest Service**		Manhattan, IL (Will Co.)	Chicago Union Station	12	0	12	0	12	**	**	**	**	59.3	40.8
Rock Island Line**	Main Line	Joliet, IL (Will Co.)	LaSalle Street Station	14	0	14	1	12					83.8	40.0
	Beverly Branch	Blue Island, IL (Cook Co.)	LaSalle Street Station	12	0	12	4	6					13.3	6.6
<b>Total**</b>				<b>26</b>	<b>0</b>	<b>26</b>	<b>5</b>	<b>18</b>	<b>18</b>	<b>82</b>	<b>28</b>	<b>0</b>	<b>96.9</b>	<b>46.6</b>
Downtown Stations				5	0	5	0	5						
<b>System Totals*</b>				<b>241</b>	<b>1</b>	<b>242</b>	<b>13</b>	<b>185</b>	<b>168</b>	<b>667</b>	<b>187</b>	<b>186</b>	<b>1,154.9</b>	<b>487.5</b>

\*South Shore (NICTD) is not included.

\*\*Rolling stock is allocated by district not line. The HC and SWS, are combined with the RI total.

\*\*\*Rolling stock is allocated by district not line. The NCS is combined with the MD total.

## Exhibit 15

## METRA OPERATING AND SERVICE CHARACTERISTICS AS OF 2019

Carrier/Line		Revenue Trains			Train Miles Jul18-Jun19	Car Miles Jul18-Jun19	Average Scheduled Speeds**			On-Time Performance	
		Weekday	Sat	Sun/Hol			Weekday Peak	Weekday Off-Peak	Weekend/Holiday	2018 Average	Jan-Jun19 Average
BNSF Railway		97	30	20	950,574	7,150,989	33.9	30.0	28.0	92.2%	94.0%
Union Pacific	North	70	26	18	754,615	4,266,173	30.5	28.3	30.1	96.6%	94.6%
	Northwest	65	34	21	941,239	6,333,671	33.9	32.7	33.8	94.9%	93.2%
	West	59	20	18	696,840	4,681,642	31.9	30.8	30.6	91.5%	90.3%
<b>Total</b>		<b>194</b>	<b>80</b>	<b>57</b>	<b>2,392,693</b>	<b>15,281,486</b>				<b>94.5%</b>	<b>92.8%</b>
Electric Line	Main Line	84	40	20	710,257	4,093,553	22.0	22.0	23.6	98.0%	97.2%
	Blue Island	27	8	0	129,333	434,867	31.8	28.4	27.5	97.6%	97.4%
	South Chicago	44	32	20	195,493	780,837	19.8	20.2	21.4	98.5%	98.2%
<b>Total</b>		<b>155</b>	<b>80</b>	<b>40</b>	<b>1,035,083</b>	<b>5,309,258</b>				<b>98.1%</b>	<b>97.6%</b>
Heritage Corridor		7	0	0	75,122	326,375	33.6	33.8	--	89.4%	85.9%
Milwaukee District	North	63	20	18	755,861	4,710,162	32.2	30.4	30.9	92.7%	91.6%
	West	58	24	18	657,748	4,483,081	29.5	29.3	29.0	95.7%	94.8%
<b>Total</b>		<b>121</b>	<b>44</b>	<b>36</b>	<b>1,413,608</b>	<b>9,193,243</b>				<b>94.2%</b>	<b>93.2%</b>
North Central Service		20	0	0	266,820	1,399,554	32.8	34.0	--	92.9%	93.6%
SouthWest Service		30	6	0	241,889	1,802,435	27.0	27.0	28.8	92.7%	92.8%
Rock Island Line		68	33	28	711,772	5,244,454	29.1	28.9	29.5	94.8%	92.1%
<b>System Totals/Averages*</b>		<b>692</b>	<b>273</b>	<b>181</b>	<b>7,087,562</b>	<b>45,707,794</b>	<b>31.1</b>	<b>29.3</b>	<b>29.5</b>	<b>94.8%</b>	<b>94.0%</b>

\*South Shore (NICTD) is not included.

\*\* Based on schedule effective September 3, 2019.



Exhibit 16

**FORECASTED RIDERSHIP AND VEHICLE MILES: 2018-2022**

	2018 Actual	2019 Projected*	2020 Forecast	2021 Forecast	2022 Forecast
<b>Passenger Trips<sup>1</sup></b>					
BNSF Railway	15,823,000	15,487,000	15,470,000	15,470,000	15,470,000
Union Pacific	27,427,000	27,038,000	26,980,000	26,980,000	26,980,000
Electric District	7,716,000	7,237,000	6,830,000	6,830,000	6,830,000
Heritage Corridor	728,000	735,000	740,000	740,000	740,000
Milwaukee District	12,754,000	12,569,000	12,520,000	12,520,000	12,520,000
North Central Service	1,641,000	1,599,000	1,580,000	1,580,000	1,580,000
SouthWest Service	2,421,000	2,371,000	2,340,000	2,340,000	2,340,000
Rock Island District	7,578,000	7,377,000	7,300,000	7,300,000	7,300,000
<b>System Total**</b>	<b>76,088,000</b>	<b>74,413,000</b>	<b>73,760,000</b>	<b>73,760,000</b>	<b>73,760,000</b>
<b>Year-to-Year Change</b>		<b>-2.2%</b>	<b>-0.9%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Passenger Miles<sup>2</sup></b>					
BNSF Railway	369,198,000	361,366,000	360,970,000	360,970,000	360,970,000
Union Pacific	587,899,000	579,555,000	578,190,000	578,190,000	578,190,000
Electric District	148,881,000	139,636,000	131,780,000	131,780,000	131,780,000
Heritage Corridor	19,996,000	20,176,000	20,310,000	20,310,000	20,310,000
Milwaukee District	299,649,000	295,128,000	293,770,000	293,770,000	293,770,000
North Central Service	51,218,000	49,908,000	49,310,000	49,310,000	49,310,000
SouthWest Service	45,760,000	44,816,000	44,230,000	44,230,000	44,230,000
Rock Island District	160,220,000	155,963,000	154,340,000	154,340,000	154,340,000
<b>System Total**</b>	<b>1,682,821,000</b>	<b>1,646,548,000</b>	<b>1,632,910,000</b>	<b>1,632,910,000</b>	<b>1,632,910,000</b>
<b>Year-to-Year Change</b>		<b>-2.2%</b>	<b>-0.8%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Revenue Car Miles</b>					
BNSF Railway	6,425,000	6,469,000	6,480,000	6,460,000	6,450,000
Union Pacific	14,830,000	15,025,000	15,010,000	14,960,000	14,930,000
Electric District	5,126,000	4,980,000	5,000,000	4,990,000	4,980,000
Heritage Corridor	301,000	291,000	290,000	290,000	290,000
Milwaukee District	8,916,000	8,996,000	9,040,000	9,010,000	9,000,000
North Central Service	1,394,000	1,412,000	1,420,000	1,420,000	1,410,000
SouthWest Service	1,787,000	1,810,000	1,820,000	1,820,000	1,810,000
Rock Island District	4,896,000	4,937,000	4,950,000	4,930,000	4,920,000
<b>System Total**</b>	<b>43,675,000</b>	<b>43,921,000</b>	<b>44,030,000</b>	<b>43,880,000</b>	<b>43,790,000</b>
<b>Year-to-Year Change</b>		<b>0.6%</b>	<b>0.2%</b>	<b>-0.3%</b>	<b>-0.2%</b>

\*Based on January-July actuals

\*\*South Shore (NICTD) is not included.

<sup>1</sup> - Based on ticket sales and free trips

<sup>2</sup> - Based on ticket sales but does not include free trips

Columns may not add exactly to system totals due to rounding.

Exhibit 17

**METRA COMMUTER RAIL STATIONS BY FARE ZONE**

ZONE	BNSF		ELECTRIC MAIN LINE		ELECTRIC BLUE ISLAND		ELECTRIC SOUTH CHICAGO		HERITAGE		MILWAUKEE NORTH		MILWAUKEE WEST	
A (0.0-5.0)	Union Station	0.0	Millennium	0.0					Union Station	0.0	Union Station	0.0	Union Station	0.0
	Haisted St	1.8	Van Buren	0.8							Western Ave	2.9	Western Ave	2.9
	Western Ave	3.8	Museum Campus/ 11th St	1.4										
			18th St	2.2										
			McCormick Place	2.7										
			27th St	3.2										
B (5.1-10.0)	Cicero	7.0	47th St	5.9			Stony Island	9.1			Healy	6.4	Grand/Cicero	6.5
	LaVergne	9.1	53rd St	6.5			Bryn Mawr	9.7			Grayland	8.2	Hanson Park	7.7
	Berwyn	9.6	56th St	7.0			South Shore	10.3			Mayfair	9.0	Galewood	8.6
	Harlem Ave	10.1	59th St	7.4			Windsor Park	10.9					Mars	9.1
			63rd St	7.9			79th St	11.5					Mont Clare	9.5
			75th St	9.3			83rd St	12.0						
			79th St	10.0			87th St	12.5						
			83rd St†	10.4			93rd St	13.2						
		87th St†	10.9											
C (10.1-15.0)	Riverside	11.1	91st St	11.4	State St†	15.6			Summit	11.9	Forest Glen	10.2	Elmwood Park	10.2
	Hollywood	11.8	95th St	12.0	Stewart Ridge†	16.0					Edgebrook	11.6	River Grove	11.4
	Brookfield	12.3	103rd St	13.0	W. Pullmant†	16.7					Morton Grove	14.3	Franklin Park	13.2
	Congress Park	13.1	107th St	13.5	Racine Ave†	17.0							Mannheim	14.0
	LaGrange Rd	13.8	111th St	14.0	Ashland Ave†	17.9								
	Stone Ave	14.2	Kensington	14.5										
D (15.1-20.0)	Western Springs	15.5	Riverdale	17.3	Burr Oak	18.4			Willow Springs	17.5	Golf	16.2	Bensenville	17.2
	Highlands	16.4	Ivanhoe	18.2	Blue Island	18.9					Glenview	17.4	Wood Dale	19.1
	Hinsdale	16.9	147th St	19.0							Glen/N. Glenview	18.8		
	W. Hinsdale	17.8	Harvey	20.0										
	Clarendon Hills	18.3												
Westmont	19.5													
E (20.1-25.0)	Fairview Ave	20.4	Hazel Crest	22.3					Lemont	25.3	Northbrook	21.1	Itasca	21.1
	Main St	21.2	Calumet	22.8							Lake Cook Road	23.0	Medinah	23.0
	Belmont	22.6	Homewood	23.5							Deerfield	24.2	Roselle	23.9
	Lisle	24.5	Flossmoor	24.9										
F (25.1-30.0)	Naperville	28.5	Olympia Fields	26.6					Romeoville	29.3	Lake Forest	28.4	Schaumburg	26.5
			211th St	27.6									Hanover Park	28.4
			Matteson	28.2									Bartlett	30.1
			Richton Park	29.3										
G (30.1-35.0)	Route 59	31.6	University Park	31.5					Lockport	32.9				
H (35.1-40.0)	Aurora	37.5							Joliet	37.2	Libertyville	35.5	National St	36.0
											Prairie Crossing/ Libertyville	39.2	Elgin	36.6
													Big Timber	39.8
I (40.1-45.0)											Grayslake	41.0		
											Round Lake	44.0		
J (45.1-65.0)											Long Lake	46.0		
											Ingleside	47.8		
											Fox Lake	49.5		

\* OTC=Ogilvie Transportation Center

† Fare Zones for these stations were reassigned under a pilot fare program, effective July 15, 2018; as of fall 2019, fare zone changes at these stations have been made permanent.

ZONE	NORTH CENTRAL SERVICE		ROCK ISLAND MAIN		ROCK ISLAND BEVERLY BRANCH		SOUTHWEST SERVICE		UNION PACIFIC NORTH		UNION PACIFIC NORTHWEST		UNION PACIFIC WEST	
A (0.0-5.0)	Union Station	0.0	LaSalle	0.0			Union Station	0.0	OTC*	0.0	OTC*	0.0	OTC*	0.0
	Western Ave	2.9	35th St./"Lou" Jones	3.1					Clybourn	2.9	Clybourn	2.9	Kedzie	3.6
B (5.1-10.0)			Gresham	9.8					Ravenswood	6.5	Irving Park	7.0	Oak Park	8.5
								Rogers Park	9.4	Jefferson Park	9.1	River Forest	9.7	
										Gladstone Park	10.1			
C (10.1-15.0)	River Grove	11.4	95th St	10.9	Brainerd	10.6	Wrightwood	11.2	Main St	11.0	Norwood Park	11.4	Maywood	10.5
	Belmont Ave	13.0	Washington Hts	12.0	91st St	11.3	Ashburn	12.6	Davis St	12.0	Edison Park	12.6	Melrose Park	11.3
	Schiller Park	14.8			95th St	11.7			Central St	13.3	Park Ridge	13.5	Bellwood	12.6
					99th St	12.3			Wilmette	14.4	Dee Road	15.0	Berkeley	14.3
					103rd St	12.8								
					107th St	13.3								
					111th St	13.8								
					115th St	14.3								
D (15.1-20.0)	Rosemont	15.6	Vermont St	15.7	Prairie St	15.8	Oak Lawn	15.2	Kenilworth	15.2	Des Plaines	17.1	Elmhurst	15.7
	O'Hare Transfer	17.1	Robbins	17.2	Vermont St	16.4	Chicago Ridge	16.8	Indian Hill	15.8	Cumberland	18.6	Villa Park	17.8
			Midlothian	18.4			Worth	18.2	Winnetka	16.6	Mt Prospect	20.0	Lombard	19.9
							Palos Heights	18.7	Hubbard Woods	17.7				
E (20.1-25.0)	Prospect Heights	24.0	Oak Forest	20.4			Palos Park	20.3	Braeside	20.5	Arlington Heights	22.8	Glen Ellyn	22.4
			Tinley Park	23.5			143rd St	23.6	Ravinia	21.5	Arlington Park	24.4	College Ave	23.8
			80th Ave	25.1			153rd St	25.2	Highland Park	23.0			Wheaton	25.0
									Highwood	24.5				
F (25.1-30.0)	Wheeling	27.2	Hickory Creek	27.5			179th St	28.9	Fort Sheridan	25.7	Palatine	26.4	Winfield	27.5
	Buffalo Grove	29.5	Mokena	29.6					Lake Forest	28.3			West Chicago	29.8
G (30.1-35.0)	Prairie View	31.6	New Lenox	34.0					Lake Bluff	30.2	Barrington	31.9		
	Vernon Hills	33.0							Great Lakes	32.0				
									North Chicago	33.7				
H (35.1-40.0)	Mundelein	36.9	Joliet	40.0			Laraway Road	35.8	Waukegan	35.9	Fox River Grove	37.3	Geneva	35.5
	Prairie Crossing	40.7									Cary	38.6		
	Libertyville													
I (40.1-45.0)	Washington St	43.9					Manhattan	40.8	Zion	42.1	Pingree Road	41.7	La Fox	40.9
									Winthrop Harbor	44.5	Crystal Lake	43.2	Elburn	43.6
J (45.1-65.0)	Round Lk Beach	45.9							Kenosha†	51.5	McHenry†	50.6		
	Lake Villa	48.2									Woodstock†	51.6		
	Antioch†	52.8									Harvard†	63.1		

## Exhibit 18

## RIDERSHIP-RELATED STATISTICS: JULY 2018 - JUNE 2019

Carrier/Line		Passenger Loads (conductor counts)							Annual Passenger Trips *	Annual Passenger Miles **	Annual Passenger Revenue	Avg Rev Per Psngr Trip	Avg Trip Length (miles)	
		Weekday Average					Avg Saturday	Avg Sunday						Avg Week
		Peak	Reverse	Midday	Evening	Total								
BNSF Railway		49,200	3,400	6,300	4,100	63,000	12,600	7,700	335,300	15,588,700	363,513,400	\$78,766,400	\$5.05	23.3
Union Pacific	North	22,500	5,700	4,300	2,100	34,600	8,400	5,600	187,000	8,573,500	141,549,200	\$38,749,100	\$4.52	16.5
	Northwest	30,200	2,500	4,900	2,500	40,100	11,300	6,500	218,300	10,502,500	259,841,000	\$54,335,700	\$5.17	24.7
	West	21,400	1,700	3,000	1,700	27,900	6,400	4,700	150,600	8,018,200	178,294,900	\$40,267,400	\$5.02	22.2
<b>Total</b>		<b>74,100</b>	<b>9,900</b>	<b>12,200</b>	<b>6,300</b>	<b>102,600</b>	<b>26,100</b>	<b>16,800</b>	<b>555,900</b>	<b>27,094,200</b>	<b>579,685,100</b>	<b>\$133,352,200</b>	<b>\$4.92</b>	<b>21.4</b>
Electric District	Main Line	17,600	600	3,000	1,200	22,400	4,800	2,400	119,200	6,589,800	132,337,400	\$30,434,400	\$4.62	20.1
	Blue Island	1,600	200	300	30	2,100	300	0	10,800	295,500	4,847,000	\$1,181,700	\$4.00	16.4
	So Chicago	2,300	400	700	200	3,600	1,200	600	19,800	566,300	6,366,300	\$1,745,100	\$3.08	11.2
<b>Total</b>		<b>21,500</b>	<b>1,200</b>	<b>4,000</b>	<b>1,430</b>	<b>28,100</b>	<b>6,300</b>	<b>3,000</b>	<b>149,800</b>	<b>7,451,600</b>	<b>143,550,700</b>	<b>\$33,361,200</b>	<b>\$4.48</b>	<b>19.3</b>
Heritage Corridor		2,400	0	100	0	2,600	0	0	13,000	724,700	19,774,700	\$3,803,200	\$5.25	27.3
Milwaukee District	North	15,900	2,400	2,400	1,400	22,100	3,900	2,700	117,100	6,578,700	149,769,600	\$33,612,200	\$5.11	22.8
	West	16,400	1,000	2,200	1,000	20,600	4,400	2,900	110,300	6,018,300	145,411,700	\$30,382,800	\$5.05	24.2
<b>Total</b>		<b>32,300</b>	<b>3,400</b>	<b>4,600</b>	<b>2,400</b>	<b>42,700</b>	<b>8,300</b>	<b>5,600</b>	<b>227,400</b>	<b>12,597,000</b>	<b>295,181,300</b>	<b>\$63,995,000</b>	<b>\$5.08</b>	<b>23.4</b>
North Central Service		4,600	300	500	200	5,600	0	0	28,000	1,608,400	50,122,800	\$9,193,200	\$5.72	31.2
SouthWest Service		8,200	100	1,000	300	9,600	400	0	48,400	2,388,100	44,787,000	\$11,227,900	\$4.70	18.8
Rock Island District		23,300	500	2,300	800	26,900	3,700	2,500	140,700	7,452,400	157,961,000	\$35,298,200	\$4.74	21.2
<b>System Totals***</b>		<b>215,700</b>	<b>18,900</b>	<b>31,000</b>	<b>15,400</b>	<b>281,100</b>	<b>57,400</b>	<b>35,800</b>	<b>1,498,500</b>	<b>74,905,100</b>	<b>1,654,575,800</b>	<b>\$368,997,200</b>	<b>\$4.93</b>	<b>22.1</b>

Note: Columns may not add exactly to system totals due to rounding.

\* Includes free trips

\*\* Does not include free trips

\*\*\* South Shore (NICTD) is not included.

Exhibit 19

TICKET SALES BY TICKET TYPE: JULY 2018 - JUNE 2019

Carrier/Line		Between Chicago, IL (Cook County) and...	Monthly	Ten-Ride	Regular One-Way	Conductor One-Way	Weekend and Special Event
BNSF Railway		Aurora, IL (Kane County)	225,800	382,000	1,291,800	191,500	181,900
Union Pacific	North	Kenosha, WI (Kenosha County)	95,500	269,400	941,500	358,900	139,300
	Northwest	Harvard, IL (McHenry County)	137,800	254,200	1,103,300	302,400	217,300
	West	Elburn, IL (Kane County)	105,600	203,600	815,800	200,400	149,000
<b>Total</b>			<b>338,900</b>	<b>727,200</b>	<b>2,860,500</b>	<b>861,600</b>	<b>505,700</b>
Electric Line	Main Line	University Park, IL (Will County)	89,400	130,100	907,800	215,700	76,600
	Blue Island	Blue Island, IL (Cook County)	3,800	5,400	33,400	23,400	900
	So Chicago	Chicago, IL (Cook County)	5,800	13,400	101,700	39,100	1,500
<b>Total</b>			<b>99,000</b>	<b>148,900</b>	<b>1,042,900</b>	<b>278,200</b>	<b>79,000</b>
Heritage Corridor		Joliet, IL (Will County)	12,200	15,700	37,200	4,700	200
Milwaukee District	North	Fox Lake, IL (Lake County)	80,900	185,900	695,000	198,400	113,900
	West	Elgin, IL (Kane County)	82,600	120,300	651,500	207,100	119,400
<b>Total</b>			<b>163,600</b>	<b>306,200</b>	<b>1,346,600</b>	<b>405,500</b>	<b>233,300</b>
North Central Service		Antioch, IL (Lake County)	23,400	40,000	131,900	60,300	1,100
SouthWest Service		Manhattan, IL (Will County)	38,700	48,400	164,400	42,000	5,200
Rock Island District		Joliet, IL (Will County)	116,300	136,300	646,100	160,700	82,600
<b>System Totals*</b>			<b>1,017,800</b>	<b>1,804,700</b>	<b>7,521,500</b>	<b>2,004,500</b>	<b>1,089,000</b>

\*South Shore (NICTD) is not included.

\*\*Columns may not add exactly to system totals due to rounding.

Exhibit 20

**PROPOSED 2020 ADULT FARE SCHEDULE**

Zone	Ticket	A	B	C	D	E	F	G	H	I	J
A	Monthly	\$116.00									
	Ten-Ride	38.00									
	One-Way	4.00									
B	Monthly	123.25	\$116.00			Weekend: \$10.00 Onboard Surcharge: \$5.00					
	Ten-Ride	40.50	38.00								
	One-Way	4.25	4.00								
C	Monthly	159.50	123.25	\$116.00							
	Ten-Ride	52.25	40.50	38.00							
	One-Way	5.50	4.25	4.00							
D	Monthly	181.25	159.50	123.25	\$116.00						
	Ten-Ride	59.50	52.25	40.50	38.00						
	One-Way	6.25	5.50	4.25	4.00						
E	Monthly	195.75	181.25	159.50	123.25	\$116.00					
	Ten-Ride	64.25	59.50	52.25	40.50	38.00					
	One-Way	6.75	6.25	5.50	4.25	4.00					
F	Monthly	210.25	195.75	181.25	159.50	123.25	\$116.00				
	Ten-Ride	69.00	64.25	59.50	52.25	40.50	38.00				
	One-Way	7.25	6.75	6.25	5.50	4.25	4.00				
G	Monthly	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00			
	Ten-Ride	73.75	69.00	64.25	59.50	52.25	40.50	38.00			
	One-Way	7.75	7.25	6.75	6.25	5.50	4.25	4.00			
H	Monthly	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00		
	Ten-Ride	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00		
	One-Way	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00		
I	Monthly	261.00	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00	
	Ten-Ride	85.50	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00	
	One-Way	9.00	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00	
J	Monthly	275.50	261.00	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00
	Ten-Ride	90.25	85.50	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00
	One-Way	9.50	9.00	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00

Exhibit 21

**PROPOSED 2020 SPECIAL USER FARE SCHEDULE**

Zone	Ticket	A	B	C	D	E	F	G	H	I	J
A	Monthly	\$70.00									
	Ten-Ride	19.00									
	One-Way	2.00									
B	Monthly	70.00	\$70.00								
	Ten-Ride	19.00	19.00								
	One-Way	2.00	2.00								
C	Monthly	96.25	70.00	\$70.00							
	Ten-Ride	26.25	19.00	19.00							
	One-Way	2.75	2.00	2.00							
D	Monthly	105.00	96.25	70.00	\$70.00						
	Ten-Ride	28.50	26.25	19.00	19.00						
	One-Way	3.00	2.75	2.00	2.00						
E	Monthly	113.75	105.00	96.25	70.00	\$70.00					
	Ten-Ride	31.00	28.50	26.25	19.00	19.00					
	One-Way	3.25	3.00	2.75	2.00	2.00					
F	Monthly	122.50	113.75	105.00	96.25	70.00	\$70.00				
	Ten-Ride	33.25	31.00	28.50	26.25	19.00	19.00				
	One-Way	3.50	3.25	3.00	2.75	2.00	2.00				
G	Monthly	131.25	122.50	113.75	105.00	96.25	70.00	\$70.00			
	Ten-Ride	35.75	33.25	31.00	28.50	26.25	19.00	19.00			
	One-Way	3.75	3.50	3.25	3.00	2.75	2.00	2.00			
H	Monthly	140.00	131.25	122.50	113.75	105.00	96.25	70.00	\$70.00		
	Ten-Ride	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00		
	One-Way	4.00	3.75	3.50	3.25	3.00	2.75	2.00	2.00		
I	Monthly	157.50	140.00	131.25	122.50	113.75	105.00	96.25	70.00	\$70.00	
	Ten-Ride	42.75	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00	
	One-Way	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.00	2.00	
J	Monthly	166.25	157.50	140.00	131.25	122.50	113.75	105.00	96.25	70.00	\$70.00
	Ten-Ride	45.25	42.75	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00
	One-Way	4.75	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.00	2.00

## PUBLIC NOTICE

Commuter Rail Board (Metra) Public Hearings on Proposed Operating and Capital Program and Budget for Fiscal Year 2020.

PUBLIC NOTICE IS HEREBY GIVEN that the Board of Directors of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Board") hereby releases the Preliminary 2020 Operating and Capital Program and Budget, the 2020-2022 Financial Plan, and the 2020-2024 Capital Program for Public Hearings and public discussion. There are no fare increases or service reductions proposed in the FY2020 Program and Budget.

Any person may present views orally at the hearing or by submitting written material at any time, but not later than 24 hours after the conclusion of the hearings on Nov. 5, 2019. Written comments via U.S. mail can be sent to the attention of Karen Hullinger, Assistant Secretary to the Commuter Rail Board, Room 1300, 547 W. Jackson Boulevard, Chicago, Illinois, 60661. Comments will also be accepted via email to [2020budgetcomments@metrarr.com](mailto:2020budgetcomments@metrarr.com) or faxed to 312-322-7094.

Copies of the proposed Operating and Capital Program and Budget for Fiscal Year 2020 together with the Fiscal Years 2020-2022 Financial Plan, and Fiscal Years 2020-2024 Capital Program, will be available for public inspection after Oct. 8, 2019 at the offices of the Metra Board, Room 1300, 547 W. Jackson Boulevard, Chicago, Illinois, and in the offices of the Regional Transportation Authority, 175 W. Jackson Boulevard, Chicago, Illinois. The document will be available for viewing on the [www.metrarail.com](http://www.metrarail.com) website on Oct. 8, 2019 and will be available at city and village offices in the six-county northeastern Illinois region seven (7) days prior to the hearings.

Reasonable auxiliary aids or services necessary to afford an individual with a disability equal opportunity to participate will be provided. Persons requiring assistance are requested to notify Metra of their needs well in advance to provide sufficient time make these accommodations. Requests for service should be made to Kim Borges at 312-322-8023.



## COMMUTER RAIL BOARD ORDINANCE NO. MET 19-14

### 2020 Preliminary Budgets

#### BE IT ORDAINED:

1. The Board of Directors of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Division") hereby releases the Preliminary 2020 Operating and Capital Program and Budget, the 2020-2022 Financial Plan, and the 2020-2024 Capital Program for Public Hearings and public discussion.
2. The Board of Directors of the Commuter Rail Division also authorizes said Public Hearings to be held in the City of Chicago, Suburban Cook County, DuPage County, Kane County, Lake County, McHenry County, and Will County with times and locations as specified in the Legal Notice. This is in compliance with Section 3B.10 of the Regional Transportation Authority Act, (70 ILCS 3615/3B.10).
3. The Preliminary 2020 Operating and Capital Program and Budget, the 2020-2022 Financial Plan, and the 2020-2024 Capital Program may contain various scenarios that are being contemplated. The selection of scenarios, if any, by the Board of Directors will depend, in part, upon public comments received at Public Hearings and County Board presentations and other comments received from the public.

Exhibit 22

**FY2020 METRA PROPOSED  
PROGRAM AND BUDGET  
PUBLIC HEARING SCHEDULE**

<b>Nov. 4 4 - 7 p.m.</b>	<b>Nov. 5 4 - 7 p.m.</b>
<p><b>McHenry County</b> Crystal Lake City Hall City Council Chambers 100 W. Woodstock Street Crystal Lake</p>	<p><b>Lake County</b> Mundelein Village Hall Village Board Room 300 Plaza Circle Mundelein</p>
<p><b>Will County</b> Will County Office Building County Board Room – 2nd Floor 302 N. Chicago Street Joliet</p>	<p><b>South Suburban Cook County</b> East Hazel Crest Village Hall Village Board Room 1904 W. 174th Street East Hazel Crest</p>
<p><b>Kane County</b> Kane County Government Center Building A – 1st Floor Auditorium 719 S. Batavia Avenue Geneva</p>	<p><b>DuPage County</b> Clarendon Hills Village Hall Village Board Room 1 N. Prospect Avenue Clarendon Hills</p>
<p><b>City of Chicago</b> Metra Headquarters Board Room, 13th fl 547 W. Jackson Boulevard Chicago</p>	<p><b>North Suburban Cook County</b> Hanover Park Police Department Community Room 2011 Lake Street Hanover Park</p>

## PROTECTING YOUR RIGHTS

Metra is committed to ensuring that no one is denied participation in, or denied the benefits of, or is otherwise discriminated against in the provision of public transportation by commuter rail because of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964, and pursuant to 49 CFR 21.9 (d).

Metra fully complies with Title VI of the Civil Rights Act of 1964 and related statutes, executive orders, and regulations in all programs and activities.

For additional information regarding Metra's nondiscrimination obligations, please contact:

Metra's Office of Business Diversity & Community Relations

Attn: Title VI Manager  
547 W. Jackson Blvd., 10 East  
Chicago, IL 60661  
[metradbe@metrarr.com](mailto:metradbe@metrarr.com)  
312.322.8093 (Fax)  
Or visit our website at [metrarail.com](http://metrarail.com)

## METRA'S CITIZENS ADVISORY BOARD

### **Jonathan F. McCabe – Chairman**

Appointed by the West Suburban Mass Transit District

### **Betty DuPar**

Appointed by the Chicago South Suburban Mass Transit District

### **William Sippel**

Appointed by Director John P. Zediker  
Representing DuPage County

### **Dr. Maria H. Coons**

Appointed by Director Rodney S. Craig  
Representing suburban Cook County

### **Lawrence Falbe, Esq.**

Appointed by Chairman Norman Carlson  
Representing Lake County

### **Jean E. Gonzalez**

Appointed by Director John Plante  
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### **Ryan Peterson**

Appointed by Director Steven K. Messerli  
Representing Kane County

### **Michelle Machay**

Appointed by former Director Brian Reaves  
Representing suburban Cook County

### **Patricia Mahon**

Appointed by Director Don De Graff  
Representing suburban Cook County

### **Richard Dombrowski**

Appointed by former Director Tim Baldermann  
Representing Will County

### **Robert J. Nunamaker**

Appointed by former Director Jack Schaffer  
Representing McHenry County

### **Robert Hart**

Representing the City of Chicago

# NOTES

# NOTES

# NOTES

# NOTES



***Metra***

547 West Jackson Boulevard  
Chicago, Illinois 60661  
[metrarail.com](http://metrarail.com)