

**2016**

**Proposed  
Program and  
Budget Book**

***Metra***



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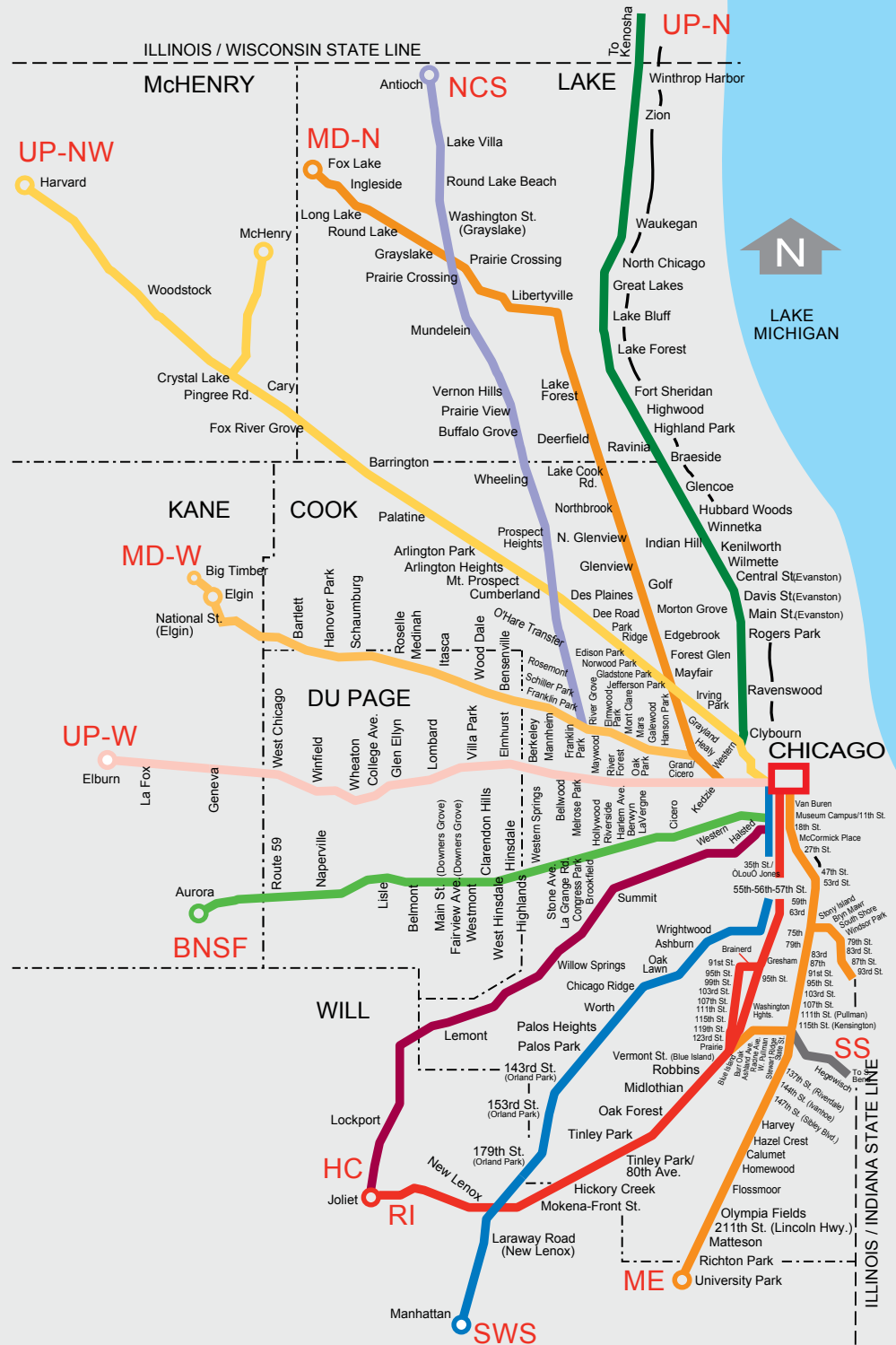
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# MESSAGE FROM OUR BOARD CHAIRMAN AND EXECUTIVE DIRECTOR/CEO

One and a half years have passed since Metra emerged with a new leadership team in place committed to putting our agency's past behind us and ensuring that we are ready to provide commuter rail service that meets the needs of customers today and for generations to come.

In 2014 and 2015, our agency set out to change the way we do business, restore the public's trust and continue to operate a commuter rail system that delivers customers to their destinations safely and efficiently.

Those familiar with how government agencies operate understand that change does not come easily to them. It takes hard work, innovation and an uncompromising commitment to make things happen.

## Finding Our Path Forward

Flash forward one and a half years and you will find that Metra is a different agency than it was before – with a host of new challenges and opportunities and a new set of goals and aspirations. With this renewed spirit comes a list of accomplishments we are proud to have achieved in such a brief amount of time.

First and foremost, we have worked to adopt a more customer-focused approach to everything we do, including making investments that help our customers access the technology they want and need. In late 2015, we will unveil the Ventra App in partnership with the CTA and Pace, which will allow our customers to buy and display mobile tickets on their smartphones. We will complete installation of charging stations at all five downtown stations, and we continue to install outlets on our train cars. We will install free Wi-Fi in the waiting areas of our downtown stations, and we will be installing free Wi-Fi on 11 railcars as part of a new test. We have adjusted our website to allow customers to buy tickets with more than one form of payment, which is an important upgrade for the many riders who use pre-tax transit benefit programs. We also upgraded the schedule finder tool and train tracker on our website – and more improvements are coming. We upgraded our email alerts to make them more useful.

With our customers top of mind, we also developed a new winter plan for the agency to ensure that that we were as prepared as possible for the bite of cold and snow; became the first commuter railroad to implement a Confidential Close Call Reporting System to proactively address safety issues and create a more positive safety culture; and initiated a successful pilot program to offer weekend express service on the Rock Island Line.

To restore the public's trust in the agency, Metra looked inward and committed itself to establishing a culture of integrity and ethics in our workplaces. We have a new Ethics Manual available to all Metra employees. We now have a training program in place to provide guidance to employees on issues such as conflicts of interest and the Freedom of Information Act and are proactively promoting the role of the state's Office of the Inspector General to our employees and the public.

We also posted a variety of new information on the agency's website to enhance transparency and accountability. New

information includes Metra employee compensation information, a summary of awarded contracts, a listing of the agency's monthly expenditures, Freedom of Information Act requests, contract bid tabulations and our annual procurement plan, as well as live streaming of Board meetings and an archive of meeting videos.

Last year, the Metra Board enacted sunshine measures focusing on patronage hiring requests and imposed penalties upon employees who are complicit in them. The Board also made the decision to stop retaining outside Board counsel and transition legal work back to in-house counsel to build institutional knowledge and reduce legal expenses.

Metra also took on the challenge of restructuring its police department in 2014 and hired a new Chief of Police who has worked to decrease overtime pay costs while maintaining safe operations systemwide. In 2015, the agency hired a new Chief External Affairs Officer to reorganize its communications and government relations departments and work to evolve Metra's brand to ensure that the agency is able to attract the next generation of commuter rail customers. Also in 2015, Metra hired a new Chief Human Resources Officer to enhance this critical agency function.

Other structural reforms implemented recently include passing an ordinance to create a new Chief Audit Officer position who reports directly to the Executive Director and the Metra Board. Today, the agency is working to develop a robust and independent audit department to improve internal processes and implement new controls aimed at making sure that Metra is operating as efficiently and effectively as possible.

In addition, Metra is currently undertaking a major initiative to replace its aging mainframe systems with an Enterprise Resource Planning (ERP) system. The new ERP, scheduled for completion by the end of 2017, will enable much-needed integration across various business functions currently supported by disparate systems, improving integration across the agency's various departments and back-office business functions, including accounting, inventory, procurement and grant management.

And, perhaps most notably, Metra has committed itself to being a responsible steward of public funds and finding ways to continue to invest in our railroad infrastructure with increasingly limited financial resources.

Today, despite operating with the oldest fleet and on the most complex commuter rail system in North America, Metra provides the most reliable on-time service at the lowest cost of any other railroad in the nation.

## Making Smart Investments in Our Future

Last year, for the first time in the agency's history, Metra unveiled a \$2.4 billion plan to modernize its rail fleet, the first long-range rolling stock plan in Metra history. To do that, Metra increased fares to address current and future operations, equipment and other critical infrastructure needs like the federally mandated Positive Train Control system rather than respond in a fiscally irresponsible manner by kicking the proverbial budget can down the road.

*(continued)*

## MESSAGE FROM OUR BOARD CHAIRMAN AND EXECUTIVE DIRECTOR/CEO

*(continued from page 2)*

Also for the first time, Metra released a projection for fare increases for the next 10 years to cover further financing and projected expense growth. While this action may not have been popular, we believe it demonstrates the transformation of Metra, its employees and its Board.

Over the past few months, as we looked ahead and began planning for 2016, several important themes have guided our efforts. First, we must continue to invest in infrastructure to meet our growing list of unmet capital needs – now totaling more than \$11.7 billion over the next decade to achieve and maintain a state of good repair. Second, we must make good on the promise we made to our customers to focus our resources on new railcars, locomotives and continuing our work to install PTC. Third, if we can find ways to avoid higher fares, we will do it.

We also promised our customers that we would continue to review our budget to find ways to cut costs. As we began our work on the 2016 budget, our goal was to comb through our spending plans to identify additional efficiencies and to look for ways to do more with less. In September, we were pleased to announce savings and efficiencies totaling \$5.7 million. These cuts are in addition to the \$7.8 million in reductions achieved as part of last year's budget process and nearly \$6 million of recurring budget savings found in the years prior to 2015.

The 2016 Budget we are proposing today continues to make smart investments in our agency's future and includes \$759.8 million for operations and \$185.7 million for capital improvements.

Last year, Metra projected that it would likely need a 5 percent increase in fare revenue in 2016, including 3 percent to cover expected inflationary costs. By finding budget efficiencies, making management improvements and being responsible with our finances in 2015, we are now proposing a 2 percent net increase in fare revenue – \$6.5 million – to pay for the new operating costs of PTC and to help fund a bare-bones capital budget. Even with this proposed increase, Metra's one-way and monthly fares remain the lowest of any of its peer railroads in the nation.

But, we want to be clear – without a state bond program in 2016 and due to the budget stalemate in Springfield, approximately \$400 million of Metra's capital projects are currently on hold, including improvements to 16 Metra train stations, two rail yards, a major bridge replacement program on the Union Pacific North Line and the completion of a third track on the Union Pacific West Line. Further, if the state's bond program proceeds do not materialize in 2016, we may need an even larger-than-expected increase in fare revenue in 2017.

We hope our customers are on board with the plans we have to invest in Metra's future in 2016. Without them, our agency would fall even further behind – and that's not a risk we are willing to take. As we've said, it takes hard work, innovation and an uncompromising commitment to make things happen. We assure our customers that we are up to the challenge.

**MARTIN J. OBERMAN**  
Chairman

**DON ORSENO**  
Executive Director/CEO



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## MODERNIZATION PLAN UPDATE

In 2014, Metra unveiled a \$2.4 billion plan to modernize its rail fleet. It was the first long-range rolling stock plan in Metra history. The 10-year plan calls for buying 367 new railcars and 52 new locomotives, and renovating 455 railcars and 85 locomotives. It also allows Metra to fund installation of the federally mandated and unfunded Positive Train Control (PTC) safety system.

Several factors led to the Board of Directors' decision to move forward with the modernization plan. The first is simply that Metra's fleet is old – we have the oldest fleet in the nation compared to our peer railroads, and some of our cars date from the Eisenhower administration. Rolling stock is not the only need, of course – we estimate we need \$11.7 billion over the next decade to achieve and maintain a state of good repair on our system. Half of our assets are estimated to be in marginal or worn condition. But the Board opted to prioritize replacing railcars and locomotives because of their age and because of their critical role in allowing Metra to provide high-quality, reliable and comfortable service to customers.

The Board also decided to act after recognizing that Metra's traditional sources for capital funds – Washington and Springfield – were falling far short of meeting our needs. Rather than sit back and accept the shortfall, the Board opted to pass an aggressive, multi-billion dollar program to begin to tackle the problem. Further, to demonstrate its commitment, the Board approved the first financing program in Metra history.

Metra intends to employ \$400 million in financing to help fund the modernization program and projected that it would finance approximately \$100 million in 2015, 2017, 2019 and 2022 through new bonds, loans or other innovative financing strategies. Due to uncertain market conditions and undefined funding sources, Metra made the responsible decision not to pursue its first financing in 2015. The fare revenue set aside for the debt service over the course of last year remains in place to be spent on financing costs in future years or Board-approved capital projects related to the advancement of PTC and the modernization program.

The plan anticipated that current state and federal funding sources would cover an additional \$710 million of the \$2.4 billion program over the next 10 years: \$224.9 million from the state bond program, \$30 million in RTA bonds

and \$457 million in federal formula funding. With those funding sources identified, Metra still needs an additional \$1.3 billion over the next decade. To cover that \$1.3 billion, Metra is pursuing additional federal and state funding, new financing strategies and alternative financing mechanisms.

One year later, the modernization plan is off to a strong start. By the end of 2015, we expect to have rehabbed 30 cars at our 49th Street Shop along the Rock Island Line. The rehabilitation of 41 Budd cars built in 1974 and last renovated in the 1990s is now underway at our Kensington Yard, another Metra facility on the south side along the Metra Electric Line. The 2016 Budget includes funds to start purchasing supplies for the renovation of two more groups of railcars – the first 30 of 302 Nippon Sharyo cars built in the 2000s, and 26 Metra Electric Highliners, also built in the 2000s. We also expect to begin design work in 2016 to upgrade the 49th Street Shop so we can boost the number of cars that can be renovated there. In addition, Metra has also started upgrading 27 locomotives at our 47th Street Diesel Shop along the Rock Island Line and, in February, the Board approved a \$91.1 million contract with Progress Rail to rehabilitate 41 additional locomotives. The budget also includes money to start buying new cars. Under the plan, new cars were not expected until 2018 and new locomotives were not expected until 2020.

But the future of the modernization plan is far from certain. The \$224.9 million that we were expecting from the state bond program is on hold. If the state's bond program proceeds do not materialize in 2016, we may need an even larger-than-projected increase in fare revenue in 2017. (In November 2014 we projected an 8.5 percent increase for 2017.)

# POSTIVE TRAIN CONTROL UPDATE

## POSITIVE TRAIN CONTROL UPDATE

Positive Train Control (PTC) is a safety system that integrates with existing train control and operating systems. PTC uses global positioning system (GPS) technology to automatically ensure the train crew's compliance with operating instructions and speed limits on the railroad. PTC will also include a computer display to provide the train crew with additional operating information, relaying information from wayside devices about rail conditions, switch alignment and signal aspects in real time. The system will help prevent track authority violations, speed limit violations and unauthorized entry into work zones, and will have the ability to automatically slow or stop trains before an accident occurs.

The Rail Safety Improvement Act of 2008 requires implementation of PTC on all passenger rail routes and on lines carrying hazardous materials by Dec. 31, 2015. Metra fully supports PTC implementation and has so far expended a great deal of time and money to implement it. PTC is a federally mandated and unfunded initiative that is expected to cost Metra more than \$350 million.

However, Metra and the rest of the U.S. railroad industry have been warning for years that there are a variety of technological, operational, regulatory and financial

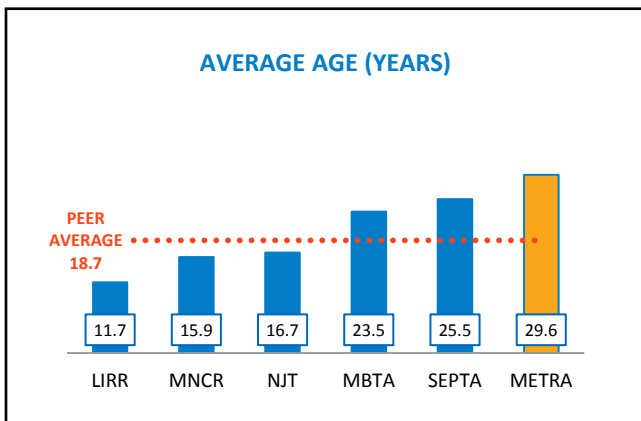
challenges that have made the 2015 deadline unattainable. Metra's current timeline for full PTC implementation is 2019, although we expect several lines to be completed before then.

On Sept. 21, 2015, the Metra Board of Directors formally called on Congress to extend the deadline and agreed with a staff analysis that Metra will not be able to legally operate beyond that date unless there is an extension. If Metra did choose to operate without PTC in place, it would be subject to potential Federal Railroad Administration (FRA) enforcement actions brought by the Department of Justice, including substantial civil penalties of up to \$19 million a day, issuance of compliance or emergency orders, and injunctions or criminal penalties, according to the analysis by Metra's Law Department.

The FRA does not have the authority to extend the current implementation deadline. Only Congress may amend the law. Metra continues to work with Congress, the FRA and our railroad partners to extend the deadline. We are optimistic that an agreement will be reached, but as of this writing Congress has not yet acted.

# SERVICE MAINTENANCE AND CAPITAL INVESTMENT

Exhibit 1  
**RTA SUB-REGIONAL PERFORMANCE MEASURE**  
**(2013) AVERAGE FLEET AGE METRA VS. PEER AGENCIES**



In 2012 Metra had dropped one rank position to become the agency with the oldest average fleet, a position it retained in 2013 although 56 new vehicles were brought into its fleet. However, vehicle mid-life rehabilitation and end-of-life rebuild schedules have enabled Metra to maintain its older fleet in a relative state of good repair, evidenced by its ranking in the top three for miles between major mechanical failures for the fifth consecutive year.

With an average fleet age of 29.6 years, Metra's revenue vehicles are, on average, over 10 years older than the peer average. Metra will complete the replacement of all vehicles on its Electric District Line in 2016 and has developed its first long-term capital investment fleet modernization plan.

## SYSTEM OVERVIEW

Metra is the largest commuter railroad in the nation based on miles of track and the second largest based on ridership, providing 300,000 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.

In 2014, Metra provided 83.4 million passenger trips, and for 2015, Metra projects ridership will decrease 1.1 percent to 82.5 million.

The Metra service area encompasses a six-county region of more than 3,700 square miles. Metra operates 703 weekday trains on 11 rail lines that serve 241 stations. Metra owns and operates four rail lines (Rock Island, Metra Electric, Milwaukee North and Milwaukee West). Three Metra lines are operated by Metra employees over freight railroad-owned track through trackage 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

- 83.4 million passenger trips in 2014
- 703 weekday trains, 296 Saturday trains and 163 Sunday trains
- 241 stations (5 downtown, 236 outlying)
- 1,155 miles of track
- 488 route miles
- 146 locomotives
- 843 diesel passenger rail cars (includes cab cars and trailer cars)
- 185 electric propelled passenger rail cars
- 821 bridges
- 571 grade crossings
- 24 rail yards (6 downtown, 18 outlying)
- 90,634 parking spaces
- 11 electrical substations
- 4 electrical tie stations
- 12 fuel facilities

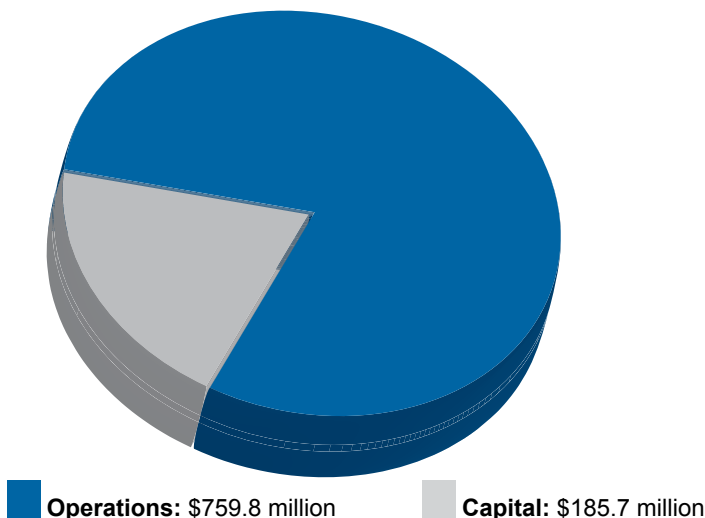


## FUNDING OVERVIEW

Metra provides a vital transportation link for 300,000 commuters each weekday. Since 1985, Metra has invested more than \$6 billion to rebuild, maintain and expand the region's passenger rail network. Public funding for transit is provided for 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. Capital funding is provided through a variety of federal programs and state and local funding sources, including bond programs, with a small amount of fare revenue. For 2016, Metra's total budget for operations and capital is \$945.5 million. As shown in **Exhibit 2** below, this total includes \$759.8 million for operations and \$185.7 million for capital.

**Exhibit 2**  
**2016 FUNDING DISTRIBUTION**  
**TOTAL \$945.5 MILLION**



## OPERATIONS FUNDING

Under the provisions of the Regional Transportation Authority 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 52.0 percent in 2016. Metra's 2016 budget achieves a recovery ratio of 52.4 percent.

Metra is committed to a balanced operating budget without using capital dollars to fund operating activities. Working with RTA and other service board staff, Metra has realized additional sources of funding for 2016 and the out years of this budget. In 2016, Metra will receive funds from the RTA Innovation, Coordination & Enhancement Program (ICE). However, Metra's operating funding needs for 2016 are larger than what is available through these funding sources. Therefore, Metra is also proposing an increase in fare revenue of 2 percent to bridge this gap and help our capital budget. Combined, the funding and the fare increase will fully fund operations, maintenance, support and other activities critical to providing train service.

## CAPITAL FUNDING

Federal State of Good Repair and Federal Formula funds, in addition to Metra's farebox capital, are the source of funds for Metra's 2016 Capital Program. Other funding sources that supplement Metra's capital program include federal Congestion Mitigation and Air Quality (CMAQ) funding and RTA Innovation, Coordination & Enhancement (ICE) funds. A more detailed discussion of Metra's 2016-2020 capital program begins on page 19. Tables and project descriptions for Metra's 2016-2020 program are included in the Appendix of this document (pages 25-55) and show funding available from current sources.

# RIDERSHIP

Metra's core customers are morning commuters to Chicago's central business district. As employment grows in the downtown area, ridership increases on Metra. This means that Metra's future depends on a thriving downtown; but it is equally true that downtown and all communities along the commuter rail lines need Metra service to support a growing workforce.

The most recent U.S. census data on work trips and annual ridership estimates illustrate this critical relationship between a growing workforce and Metra. Between 2002 and 2011, the number of workers commuting downtown grew by 36,000, from 347,000 to 383,000. During the same period, Metra's annual fare-paying passenger trips grew by 3.9 million, from approximately 75.5 million to 79.4 million.

In addition to downtown employment, other factors encourage or discourage ridership. Metra has control over some of these factors, such as fares, train capacity, on-time performance and general service reliability. In 2014, Metra undertook a customer satisfaction survey, an origin-destination survey, and rider boarding and alighting counts to measure how the service is used by riders and what they think of the service provided. In 2015, Metra decided to conduct additional customer satisfaction surveys to more frequently track its performance in delivering reliable and safe transportation that represents a good value to its customers. The results of this work will guide efforts to encourage more ridership.

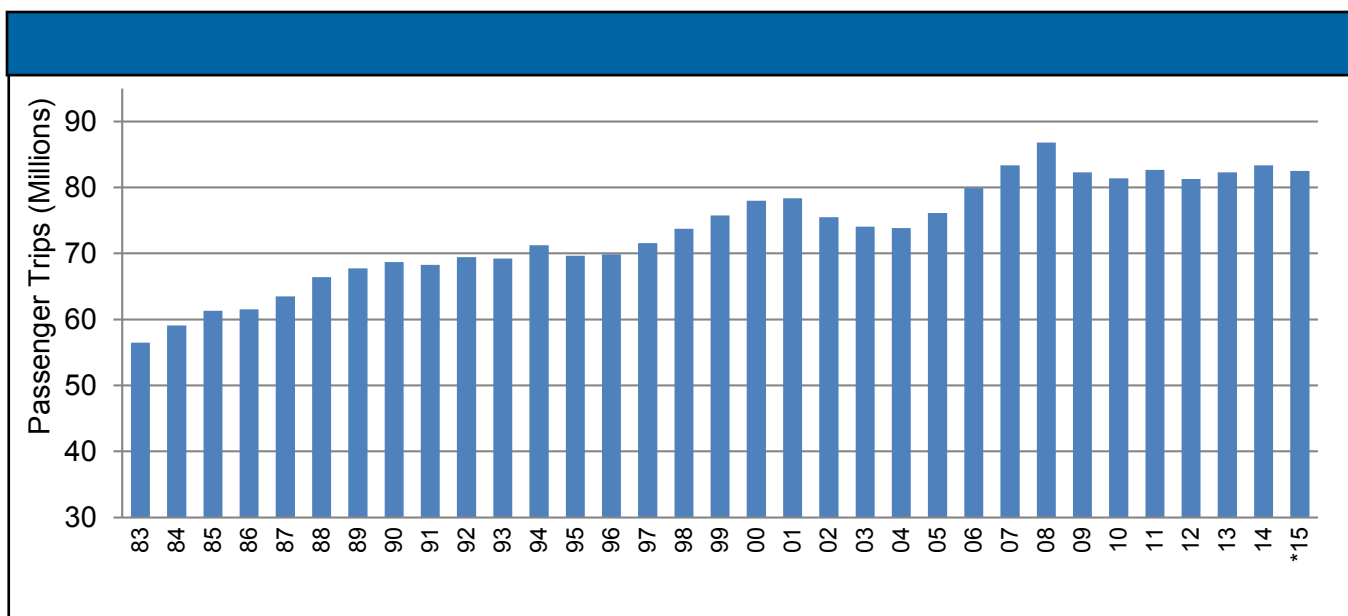
Outside of Metra's control, some events work in favor of ridership, such as major highway construction, highway toll increases, rises in gas prices and Chicago parking rates, and major sporting events such as the Stanley Cup or World Series. Other outside forces work against ridership, such as declining population and employment near Metra stations.

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 amply maintain its infrastructure to ensure extremely reliable service. Ongoing capital projects and funding through the State of Illinois Bond Program, the RTA State of Good Repair Bond Program, and Metra's modernization financing program will help Metra achieve this goal. The 2016 budget forecasts ridership to decrease 0.8 percent (See **Exhibit 19** on page 45).

Metra's 2015 ridership through August is 1.2 percent lower than 2014 and 0.3 percent lower than the budgeted goal. We anticipate yearend ridership to be 82.5 million.

### Exhibit 3

#### METRA SYSTEM ANNUAL RIDERSHIP (JANUARY-DECEMBER FREE AND REPORTED TRIPS)



\*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 with a zone and increments are added to the base fare as additional fare zone boundaries are crossed. 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** below.

## Exhibit 4 METRA TICKET TYPES

Ticket Type	Period of Validity	Number of Rides
Monthly*	Calendar month and first business day of next month	Unlimited
Ten-Ride*	One year	Ten
One-Way*	90 days	One
Weekend	Saturday/Sunday	Unlimited

*\*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 [www.metra.com](http://www.metra.com).*

For an additional fee, Metra monthly ticket holders can use 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

During the 2012 budget review process, the Metra Board adopted the following principles for fare policy:

- Consider regular fare adjustments that ensure a balanced budget, keep pace with inflation and avoid significant, infrequent fare increases.
- Allow no diversion of capital-eligible funds to the operating budget.
- Acknowledge the total cost and the total value of providing services.
- Maintain a fair pricing structure that maximizes revenues.
- Review fare media to improve fare collection and simplify overall collection activities and reconciliation.
- Minimize on-train transactions and overall transaction costs.
- Recognize that convenience has a value.
- Equalize fare differentials by zone over time.
- Evaluate fare policies of partner and peer agencies.

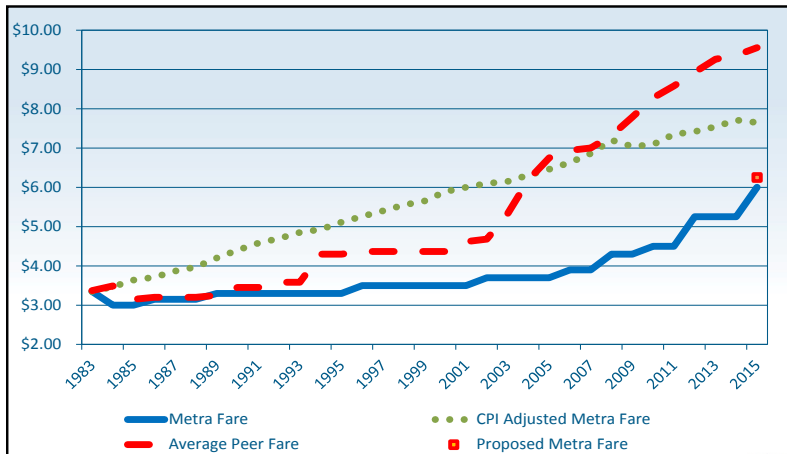
**The following fare changes are proposed in 2016:**

- Increase adult One-Way fares \$0.25 in all zones (2.4 percent to 7.7 percent)
- Increase adult 10-Ride fares \$1.75 in all zones (1.9 percent to 6.0 percent)
- Increase adult Monthly fares \$2.50 in all zones (0.9 percent to 2.7 percent)
- Increase reduced 10-Ride fares \$0.75 in all zones (1.7 percent to 5.6 percent)
- Increase reduced Monthly fares \$1.25 in all zones (0.7 percent to 2.4 percent)

The proposed changes result in a net increase in fare revenue of 2 percent. No changes for any other ticket types or in any ticket policies are proposed.

Fare tables showing fares by zone and ticket type can be found in **Exhibits 23 and 24** on pages **50-51**.

**Exhibit 5**  
**METRA ONE-WAY FARES (ZONE E) VS. CPI & PEERS**



Metra’s average fare has always been lower than its peers’ average. This difference has grown over the last 26 years as its peers have raised fares by much greater amounts. Even when the higher cost of living on the East Coast is considered (Chicago is roughly 90 percent as expensive), Metra fares are much lower. In addition, Metra fares have also not kept pace with inflation. **Exhibit 5** shows the growth in the most common Metra one-way fare since 1983, as well as the growth in the consumer price index and the growth of the average of the corresponding fares for Metra’s peer railroads.

*Average Peer Fare includes MBTA (Boston), LIRR & MNR (New York), NJT (New Jersey), and SEPTA (Philadelphia). Data not available for all peers in all years. Consumer Price Index (CPI) & Peer Fares collected from June of each year.*

**Exhibit 6** below shows a comparison of Metra monthly fares in 1990, 2010 and 2015 to those of its large peers, averaged together, for four selected zone pairs. Compared to commuter rail in the other regions, the Chicago region has always had lower average fares. In 1990, Metra fares by zone were lower than the average of our peer agencies. Since 1990, the difference between what riders pay in this region compared to the other areas has grown considerably. For example, a monthly fare for a Zone AE Metra rider in 1990 cost about \$90, while the peer average for the same distance of travel was about \$20 more. In 2015, Metra’s Zone AE rider pays \$171, while the peer average is \$252, or \$81 more. Over the last 26 years, Metra’s average monthly fares increased by 83 percent, while as a group, Metra’s peers’ average fare increased by 142 percent.

**Exhibit 6**  
**METRA VS. PEER MONTHLY FARES**

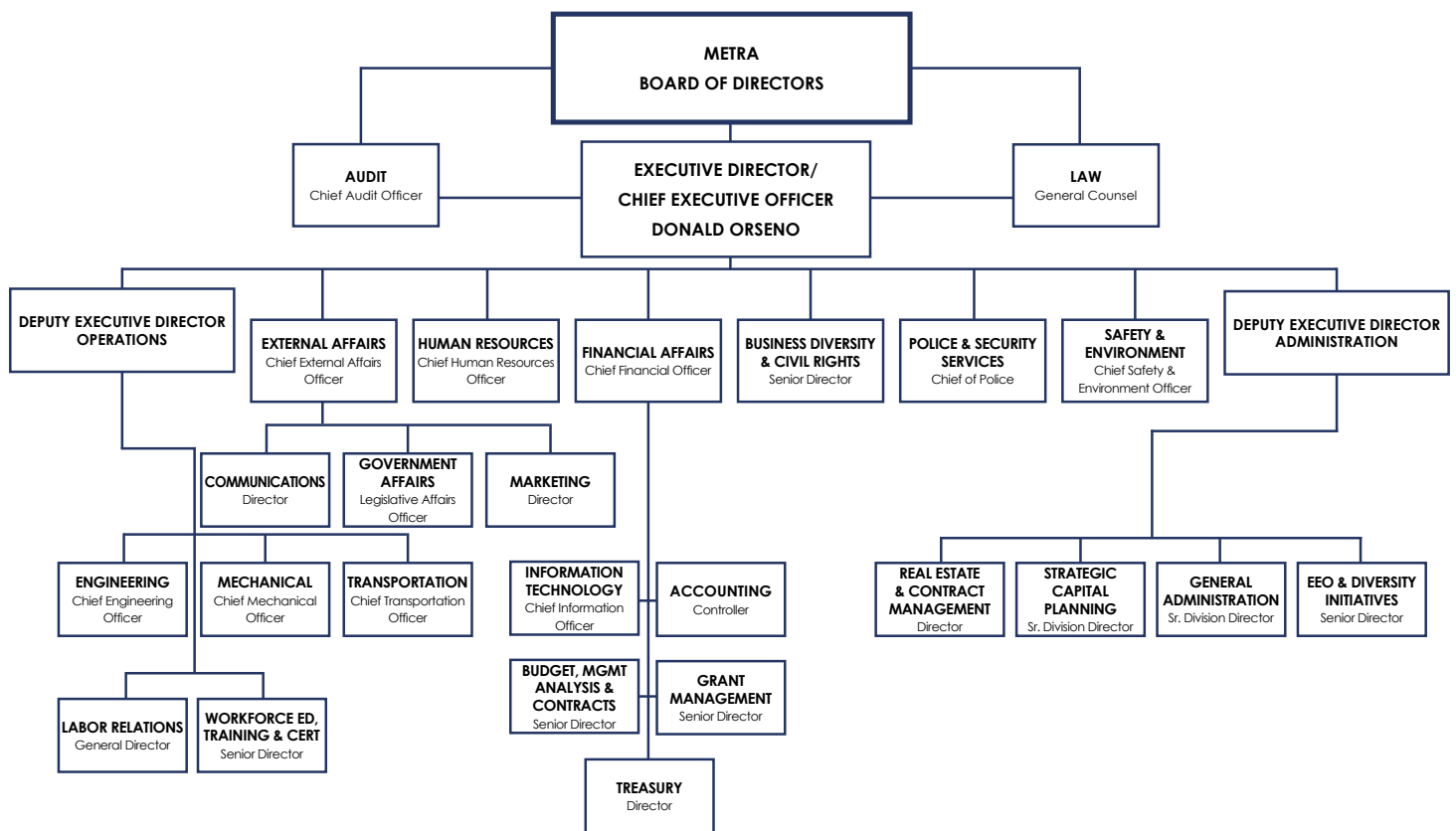
Monthly Tickets Fares by Selected Zone: 1990, 2010 & 2015												
Metra	Distance	in Effect 1990*			in Effect 2010*			in Effect 2015*				
		Zone Pair	Distance (miles)	Metra	Avg.+	% Diff	Metra	Avg.+	% Diff	Metra	Avg.+	% Diff
AB	5.1 - 10.0			<b>\$47</b>	\$69	46%	<b>\$63</b>	\$141	122%	<b>\$100</b>	\$171	72%
AE	20.1 - 25.0			<b>\$89</b>	\$106	19%	<b>\$116</b>	\$216	86%	<b>\$171</b>	\$252	47%
AH	35.1 - 40.0			<b>\$120</b>	\$140	17%	<b>\$153</b>	\$280	84%	<b>\$214</b>	\$329	54%
AK	50.1 - 55.0			<b>\$151</b>	\$167	10%	<b>\$190</b>	\$352	85%	<b>\$264</b>	\$397	51%

\*2015 fares effective as of 10/1/2015.  
+Average of large agencies, not including Metra

# 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 City of Chicago. The chairman of the Metra Board is elected by a vote of the board membership. Metra's day-to-day operations are overseen by its CEO and executive team. Metra's organizational structure is detailed in **Exhibit 7**.

**Exhibit 7**  
**METRA ORGANIZATIONAL UNITS**



## OPERATIONS

Metra's Operations are overseen by the Deputy Executive Director, Operations, who provides executive direction and guidance to the chief officers of Engineering, Transportation and Mechanical as well as Labor Relations and Workforce Education Training and Certification. 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, such as buildings, stations, bridges, track, electrical, telecommunications and signal systems. The 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 1,164 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 Transit Association and Original Equipment Manufacturer.

The Mechanical Department is also responsible for overseeing Metra's fleet of 463 trucks and automobiles. The department employs 650 people.

## TRANSPORTATION

Transportation is responsible for providing safe, efficient and dependable transportation to commuters on all Metra-operated

lines (Milwaukee District North and West, Rock Island, Metra Electric District, SouthWest Service, North Central Service and Heritage Corridor) and those operating under purchase-of service agreements (BNSF and Union Pacific lines).

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.

## LABOR RELATIONS

Metra's Labor Relations Department is charged with the responsibility for the negotiation and administration of 17 collective bargaining agreements between the Northeast Illinois Regional Commuter Railroad Corporation (NIRCRC d.b.a. 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. As its core mission, Labor Relations builds and maintains productive relationships with employee representatives to ensure a professional and cooperative association that ensures continuity of service and controlled adjudication of disputes.

## WORKFORCE EDUCATION TRAINING & CERTIFICATION

Metra requires a skilled workforce practicing a variety of railroad specific trades and Metra must continue training and development of employees to meet the specific needs of operating and maintaining rail service. The Workforce Education and the Training and Certification departments conduct and oversee training programs that enable current employees to meet regulatory mandates and help new employees develop necessary skills.

## 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. Human Resources is staffed by 30 employees.

## FINANCIAL AFFAIRS

Financial Affairs is headed by the Chief Financial Officer (CFO) and divided into five groups: Treasury; General Accounting; Budget, Management Analysis and Contracts; Grant Management; and Information Technology. 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.

## TREASURY OPERATIONS

This group, headed up by the Director of Treasury, 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.

## GENERAL ACCOUNTING

Reporting to the Controller, 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 AND CONTRACTS

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

## GRANT MANAGEMENT AND ACCOUNTING

This group is divided into four sections: development, administration, reimbursement and accounting. These sections report to the Senior Director, Grant Management and Accounting.

Grant Development coordinates program-level information for each project, creating detailed scope and account information suitable for funding agency grants and Metra's financial accounting system, and submitting applications for capital, operating and demonstration grants to appropriate funding agencies.

Grant Administration tracks approved grant contracts, sets up project budgets in Metra's financial accounting system, provides financial oversight in project implementation, and reports project and grant level progress to the funding agencies.

Grant Reimbursement requests reimbursements from funding agencies for capital expenditures, closes out capital projects and grants after implementation, and provides information on grant-related activities 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.

## INFORMATION TECHNOLOGY

This group is divided into three sections: Computer Operations, Network Services and Systems Development. The group reports to the Chief Information Officer.

The Computer Operations section is charged with maintaining and supporting Metra's major systems, including all financial systems, the revenue accounting and ticketing systems, the warranty and maintenance tracking system used by the Mechanical department to monitor federal train inspection mandates and ensure that Metra is in compliance with those mandates, and other major systems. In addition, the section is responsible for the operation of the mainframe computer, mainframe software and security, and other centralized computer equipment.

The Network Services section maintains and supports all Metra workstations and software. These systems not only include personal computers running office productivity software but also more complex systems running specific software for computer aided design (CAD) for the Engineering department. As Metra's internal network has expanded dramatically over the past five years, this section has added staff to meet the challenge of supporting the Metra network.

The Systems Development section develops, maintains and supports all production application systems for Metra. This entails all mainframe and server-based applications, including packages and in-house systems, as well as any interfaces with outside agencies.

## BUSINESS DIVERSITY & CIVIL RIGHTS

The Office of Business Diversity and Civil Rights (OBDCR) is responsible for administering the Disadvantaged Business Enterprise (DBE) and Title VI programs. Through these programs, the OBDCR works to ensure non-discrimination in the award and administration of Metra contracts, and make certain that all individuals have access to Metra's transit services, regardless of race, color, gender or national origin.

## EXTERNAL AFFAIRS

This group is divided into three sections: Marketing, Government Affairs and Communications. The group reports to the Chief External Affairs Officer.

The Marketing Department works to increase Metra's ridership base and non-fare revenues. The group is responsible for marketing promotions, business development and overseeing advertising contracts for display advertising at Metra-owned facilities and on Metra trains.

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 various transportation policies and legislative issues. Government Affairs staff work with members and staff of the Illinois General Assembly, executive officers of the State of Illinois, Illinois Department of Transportation, the U.S. Congress and officials of federal regulatory agencies such as the U.S. Department of Transportation, Federal Railroad Administration, Federal Transit Administration and 200 communities in Metra's six-county service region.

The Communications Department acts as the agency's primary channel to interact with the media and various stakeholder groups across the region. The team acts as the primary source for the distribution of information to the media regarding Metra services, policies and initiatives. Members of the department also respond to all customer e-mails. This team also oversees Metra's website ([www.metra-rail.com](http://www.metra-rail.com)), one of the primary vehicles Metra uses to communicate with the public on service and policy issues. This team works with departments across the agency as well as outside contractors to maintain accurate and updated data, develop and integrate new content, and address technical issues.

Metra's print and design services team works with all three departments and is responsible for creating and implementing design and brand standards for all graphic materials produced for use by the agency. The department is also responsible for printing contract management and fulfillment.

## POLICE & SECURITY SERVICES

The Metra Police Department serves and protects commuters using the Metra system and protects 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 to enhance public safety. Metra Police work to expedite all onboard issues with the commuting public as well as the handling of vehicle accidents and trespasser incidents on Metra railroad right-of-way 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

Safety is Metra's top priority. Metra's Safety Department is responsible for the implementation, oversight and coordination of the agency's passenger and employee safety programs, designed to promote the safest travel and working environment possible. The department oversees Metra's employee workplace safety programs and training, passenger safety programs, rail safety education and outreach programs, and emergency evacuation training for first responders. The department is also responsible for reporting all railroad incident and accident data to the appropriate federal and state regulatory agencies.

## 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 Operations employees who deliver train service to our customers. Whether engaging customers or collaborating with regional stakeholders to develop strategic transportation plans, hiring and training new personnel, managing real estate assets, or negotiating service contracts to deliver the best value for taxpayers, the employees assigned to the Administration Division play a major role in supporting Metra's core mission of moving people safely and on time.

## REAL ESTATE & CONTRACT MANAGEMENT

The core mission of the Real Estate and Contract Management Department is to maximize Metra's non-passenger revenue and minimize its liability exposure through effective negotiation, pricing and contract administration of Metra property and real estate assets. The department's activities support the agency's core mission by participating in real estate/property acquisition for station and parking areas, managing station and vendor facilities and ensuring that utility easements placed in the right-of-way are in compliance with Metra's engineering standards for safe travel.

## STRATEGIC CAPITAL PLANNING

The Strategic Capital Planning group provides support services in many areas within and outside Metra. The group consists of three departments: Capital Program Development, Long-Range Planning and System Performance and Data.

The Capital Program Development Department develops the capital program and amendments and prepares all discretionary grant applications. The Long-Range Planning Department identifies new opportunities for expanding and enhancing the rail system, including line extensions, development of new routes, adding new stations on existing rail lines, and transit-oriented development in station areas. Long-Range Planning also participates in studies led by other entities that will impact Metra operations or Metra riders.

The System Performance and Data Department prepares monthly reports on system ridership, on-time performance and capacity utilization of trains, based on data from other Metra divisions. The department also manages periodic surveys, counts and analyses of our riders and monitors Metra's adherence to Title VI and other equity standards for the provision of transportation service.

## GENERAL ADMINISTRATION

General Administration consists of three divisions, Procurement, Professional Services/Contracts and Materials. The purpose of the Materials Management Department is to serve various customers within Metra by soliciting and procuring goods or services required for operations. Additionally, the department operates Metra's four storehouses, maintaining, distributing and safeguarding the inventories contained within them.



## EEO & DIVERSITY INITIATIVES

The Equal Employment Opportunity (EEO)/Diversity Initiatives Department works to develop and administer an effective EEO Program that will be carried out in accordance with the mandates and regulations of the FTA and other federal, state and local government statutes. The department provides counseling and mediation to managers and staff to resolve internal organizational conflicts and identify employment practices that need improvement. It also provides training in the areas of EEO and workforce diversity for supervisory and staff personnel. EEO/Diversity Initiatives strives to ensure that employees work in an environment free of discrimination and harassment.

## LAW

Metra's Law Department's core mission is to provide legal guidance and support to the Board of Directors, the executive team, and every other department in the organization. The department focuses on preventing legal issues at every feasible level, as well as defending the corporation's position if issues arise. The Law Department supports Metra's transportation mission by guiding the corporation through the myriad of restrictions and mandates of federal, state and local statutes, regulations, and ordinances. The Department is comprised of three basic divisions: General Corporate/Ethics, Litigation and Risk Management and Real Estate & Grants.

## 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 43/1-1, et seq.) as amended, applied 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, [www.inspectorgeneral.illinois.gov](http://www.inspectorgeneral.illinois.gov), its toll-free hotline (866-814-1113), TTY (888-261-2734), fax (312-814-5479) or mail OEIG, ATTN: Complaint Division, 32 W. Randolph St., Suite 1900, Chicago, IL 60601.

### CITIZENS ADVISORY BOARD

Metra's Citizens Advisory Board (CAB) is composed 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.

The function of CAB is to meet with the Metra Board quarterly and provide counsel on how Metra's policies, programs and services impact their constituencies. Metra and its Board hope that CAB members will increase the dialogue between Metra and the riders it serves.

A list of current CAB members is on page 55.



## OTHER MAJOR INITIATIVES

In addition to the modernization funding plan and initiatives outlined in the first section of this document (pages 4-5), Metra is currently undertaking the following projects and initiatives.

### ICE-FUNDED PROJECTS

As part of our 2016 capital programming, 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 2016, these projects range from: customer amenities such as the mobile ticketing application; to pilot projects to test automatic passenger counting devices on trains and test new platform materials; to operational efficiencies such as improvements to our crew calling system.

#### Ice Funded Projects

Mobile Application	\$2.5 million
Crew Optimization	\$0.5 million
Automated Passenger Counters	\$1.0 million
Innovative Platforms	\$0.7 million

### STATE BOND PROGRAM

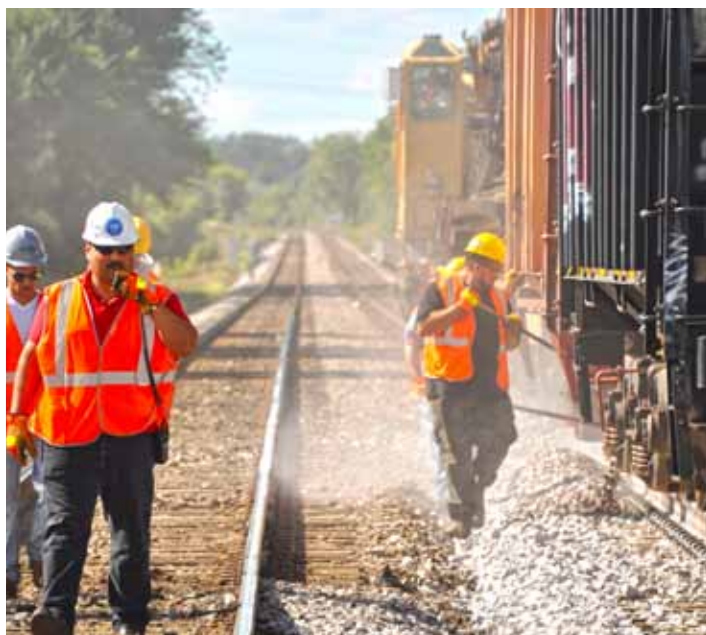
The Illinois General Assembly passed bond programs in 2009 that provide up to \$1.1 billion to supplement Metra's core capital program. To date, Metra has received grant authority for about \$800 million of the State's Bond Program and is still waiting for the State to grant us authority to apply for the remaining \$300 million, which includes \$102 million for PTC, \$122.9 million for rolling stock, \$37.5 million for bridges, \$38.7 million for stations and yards. In June 2015, the Illinois Secretary of Transportation notified the Regional Transportation Authority that the state does not have adequate cash to fund all of its grant agreements, suspending another \$100 million of previously awarded State Bond funds. If the State of Illinois bond funds are not received in a timely manner, Metra will be forced to raise fares to pay for needed investment and/or push other needed system improvements into later years of the capital program in order to fund the implementation of the PTC and rolling stock modernization program,

## CHICAGO REGION ENVIRONMENTAL AND TRANSPORTATION EFFICIENCY (CREATE)

The Chicago Region Environmental and Transportation Efficiency (CREATE) Program is a partnership between the State of Illinois, the City of Chicago, freight railroads, Metra and Amtrak to remove and reduce train congestion throughout Chicago and the Midwest. Congestion on our rail system impacts all modes of transportation, forcing more trucks on to the highways, limiting access to airports and reducing railroad capacity.

### STRATEGIC PLAN

Metra began the process of developing the agency's first comprehensive strategic plan in 2012 with several rounds of public input and stakeholder outreach. In the course of the development of the plan, the Metra Board of Directors approved Mission and Vision Statements as well as Strategic Priorities for Capital Investment in the plan. Staff presented a set of draft goals for the plan at the August 2014 Metra Board meeting, and following feedback from the Board, Metra secured outside assistance to help with implementation of two of the five goals: Invest in Workforce and Delivery Quality Customer Service. Significant progress has been made in the areas under these two goals, and Metra continues to work to implement the remaining three goals. In addition, Metra recently initiated a consultant contract to analyze the costs and benefits of system expansion/enhancement projects that were identified in the plan development process. It is anticipated that this process will provide Metra decision-makers with a more comprehensive set of metrics to evaluate and prioritize funding for these major projects.



## REGIONAL FARE PAYMENT SYSTEM

In May 2012, Metra, via its Board, adopted principles for its part of the Regional Fare Payment System to meet the intent of Illinois Public Act 097-0085, which states the following: "By January 1, 2015, the [Regional Transportation] Authority must develop and implement a regional fare payment system. The regional fare payment system must use and conform with established information security industry standards and requirements of the financial industry. The system must allow consumers to use contactless credit cards, debit cards and prepaid cards to pay for all fixed-route public transportation services." In October 2013, Metra formally declared its intention to participate in the CTA's and Pace's open fare system initiative.

Metra met the State of Illinois' deadline of January 1, 2015 for implementation of a regional fare payment system. Metra's initial efforts consisted of the installation of new point-of-sale readers at ticket windows capable of accepting contactless credit/debit cards. A mobile ticketing option will be available via a new Ventra App that will allow riders use credit/debit cards and/or Ventra accounts to purchase and display tickets on their smartphones. Metra worked with its regional transit partners (CTA, Pace, and RTA) to develop the Ventra App. Rollout of the Ventra App is slated for fall 2015.

## WI-FI AND CHARGING STATIONS

In 2011, the State of Illinois passed legislation regarding the provision of wireless internet service on passenger trains, if the service could be provided with no cost to the agency. Metra twice published requests for proposals (RFPs) in 2011 and 2014 seeking solicitations from interested firms to provide, at no cost to Metra, on-board communications infrastructure to provide Wi-Fi for passengers. Both attempts were unsuccessful. In September 2015, Metra announced plans to install Wi-Fi technology on 11 railcars (one per line) as part of a new test program to provide free, onboard Wi-Fi to customers. These railcars will be retrofitted with cellular hot spots before January 2016 to determine whether the technology is financially feasible and can provide free and dependable Internet access to customers onboard Metra trains. Metra is also installing Wi-Fi hotspots in waiting areas at downtown stations, and has installed electrical outlets at downtown stations for customers to charge their mobile devices.

## CAPITAL PROGRAM

Metra's 2016 Capital program is funded through Federal Formula/State of Good Repair funds (\$156.6 million). Other sources of funds that supplement Metra's capital program include federal CMAQ (Congestion Mitigation and Air Quality) funding (\$8.8 million), and ICE funds (\$4.7 million). The plan also calls for the continuation of Metra's Capital Farebox Fund (\$15.6 million). Metra's 2016-2020 capital program tables begin on page 32 and project descriptions for Metra's 2016-2020 program are included in the Appendix of this document (pages 34-39). Funding available from current sources is shown on page 33.

The absence of a fully authorized state capital program, delays in the renewal of a long-term federal transportation funding, and the RTA not issuing bonds in 2016 have limited the available capital dollars available for Metra to maintain infrastructure and rolling stock. The result is a continued reliance on Metra "self-help" and other local funds to support its capital funding needs and a growing backlog of capital projects.

Metra must submit to the RTA a balanced one-and five-year capital program. As part of the 2016 program, 57 percent of the capital funding will be allocated to the Modernization Program and includes the following:

Rail Car Rehabilitation	\$22.3 million
Locomotive Rehabilitation	\$35.1 million
New Gallery Cars	\$15.0 million
Positive Train Control (PTC)	\$34.0 million

### ROLLING STOCK

Metra's fleet consists of 146 locomotives and 843 diesel coach cars as well as electric-propelled Highliner cars used on the Metra Electric District. When the current replacement program for Metra Electric Highliners is complete in early 2016, there will be 186 Highliner cars in the fleet.

Rehabilitation and replacement programs allow for our rolling stock to be modernized with better seating, lighting, climate control, bathroom facilities and electrical outlets for customers to charge their electronic items. They are critical in maintaining the service performance standards on which our customers depend.

It is critically important that Metra maintain and invest in its rolling stock in order to provide a comfortable and reliable ride for our customers. At a bare minimum, Metra should be allocating at least \$150 million annually towards rehabilitation and replacement of locomotives and rail cars. In fiscal year 2013, Metra allocated \$27.7 million and in 2014 Metra allocated \$45.5 million. In 2015, \$94 million was allocated for rolling stock.

In 2016, \$85.4 million has been allocated for rolling stock and includes car and locomotive rehabilitation programs. A total of \$15 million is allocated to new gallery car purchases. Metra's five-year core capital program calls for \$636.0 million for rolling stock.

### TRACK & STRUCTURE

Track and structure are the foundation of the Metra system. Without the continual renewal of track components, retaining walls and bridges, Metra's reliable on-time service would deteriorate and the wear and tear on our rail cars and locomotives would increase. Since Metra was formed, Metra has spent more than \$1 billion on track and structural replacement.

To maintain a state of good repair, Metra has established a continual cycle of inspection and renewal for its track and structures. Metra currently replaces 80,000 ties and 25 rail crossings annually. Ballast and track resurfacing is performed on a 4-year cycle, and since 1980, 83 bridges on the Metra system have been replaced. However, Metra estimates that to achieve a state of good repair for these assets; Metra would need to replace or rehab eight bridges, and replace 111,000 ties and 105 grade crossings annually.

Track and structure projects highlighted in the 2016-2020 capital program include over \$214.1million for this asset category.

### SIGNAL, ELECTRICAL & COMMUNICATIONS

Signal, electrical and communications systems are vital to safe railroad operation. Since Metra's formation, we have invested \$796.1 million to upgrade signal systems. The Metra system has 571 highway grade crossings, 148 of them interconnected with traffic signals. The 2016-2020 program also includes \$192.2 million for signal, electrical and communication. In 2016 alone, Metra will invest \$36.9 million. Of the total, \$34 million (more than 90 percent) has been included for PTC.

## FACILITIES & EQUIPMENT

Metra has 24 rail yards and seven maintenance facilities. When Metra took over commuter rail operations in Northeast Illinois, most of these facilities were out of date and inefficient. To date, \$565.3 million has been spent to modernize the rail yards and shops. The majority of these capital expenditures occurred more than a decade ago. Equipment and vehicles have reached the end of their useful life and must be replaced.

Upgrades and expansions are also necessary to accommodate future system needs. These projects can have an immediate impact on Metra's operating budget since operating costs increase when equipment does not perform at optimum efficiency. The five-year core program includes \$97.9 million for support facilities and equipment.

## STATIONS & PARKING

Station and parking improvements are some of the most visible capital improvements to our customers. Metra has invested \$1,091.5 million since 1985 to improve our stations and parking facilities. To maintain a state of good repair, Metra estimates that we would need to rehab or replace five stations and 20 platforms annually.

The majority of our station and parking projects over the last few years and going forward were funded by the State of Illinois bond programs that have now been suspended by the state. The 2016-2020 core capital program allocates \$43.7 million for station and parking improvements



## NON-CAPITAL PROGRAMS

### ADA

In compliance with the requirements of the Americans with Disabilities Act, the majority of stations on all 11 lines in the Metra system, plus the South Shore Line operated by the Northern Indiana Commuter Transportation District, are fully accessible to customers with disabilities. Metra has modified railcars and made accessible most of its busiest train stations to accommodate individuals with hearing, vision, and mobility disabilities. Metra currently has 181 fully accessible stations and 16 partially accessible stations located 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.

### SAFETY FIRST

The safety of our employees, passengers and the general public is Metra's number one priority. Metra's ongoing efforts to improve safety throughout our system are overseen by our Safety Department and include numerous programs which incorporate education, engineering and enforcement activities.

Metra will continue its partnership with Operation Lifesaver, a national organization created in 1986 to educate people of all ages on the dangers of disobeying railroad warning devices and trespassing along the railroad right-of-way. Metra has partnered with Operation Lifesaver since 1992 and offers free train safety presentations to schools, professional drivers, bus companies, community organizations and emergency responders.

Metra will also continue its Safety Poster and Essay Contest in 2016. In its tenth year, the contest, which is overseen by the Communications group, is a key part of our ongoing outreach to school-age children to educate them about safe behaviors near trains and railroad tracks.

In April 2015, Metra and some of its unions announced the creation of a "Confidential Close Call Reporting System," which is designed to proactively address safety issues and create a more positive safety culture. Metra became the first commuter railroad in the country to adopt C3RS, which also involves the Federal Railroad Administration and NASA. The system complements existing safety programs, builds a positive safety culture, creates an early warning system, focuses on problems instead of people, provides an incentive for learning from errors and targets the root cause of an issue, not the symptom.

### NON-FARE REVENUE

Metra, through its Marketing Department, actively pursues and develops partnerships with the business community to grow ridership and/or provide sources of non-fare revenue. Marketing works with its advertising partner Clear Channel Outdoor to maximize advertising revenue opportunities on our trains and at stations. The department also directly offers advertising opportunities on the agency website, the commuter newsletter, mailing inserts and on train schedules to mitigate production costs.

Unrelated to advertising revenue opportunities, Metra continues to generate revenue from property, such as income from parking locations that we own and right-of-way usage from other railroads. These activities are overseen by the Real Estate Department. In 2016, Metra will continue to identify and pursue various advertisers, partnerships and sponsorships to increase non-ridership revenue.

### WEBSITE

In 2009, Metra launched a redesigned, more customer-oriented website, providing train service alerts via e-mail and Twitter as well as the ability to purchase monthly passes and 10-ride tickets online with credit cards. The site's customizable "My Metra" feature also enables users to create accounts tailored to their train schedules and enables them to automate recurring ticket purchases. In 2014, Metra introduced "Customize Your Commute," which allows My Metra account holders greater flexibility in choosing a time range when they want to receive service alerts for their rail line.

The Website Group in conjunction with the Operations Department also worked to improve and expand the functionality of the website's "Rail-Time Tracker" feature, which enables the user to see when the next train is scheduled to arrive at their station. The improvements incorporate General Transit Feed Specifications and give Metra the ability to update schedules in "real time" and improve passenger information during service disruptions or special events. More improvements to the tracker are coming in 2016.

In addition, the ability to pay for ticket orders with more than one credit or debit card was added in September 2015. That feature is especially useful to customers who participate in pre-tax transit benefits programs, because it allows them to buy monthly tickets in part with their benefits and in part with a regular credit or debit card.

## 2016 BUDGET OVERVIEW

Metra's 2016 operating budget and 2017-2018 financial plan meets the RTA's revenue recovery ratio and deficit funding requirements. The RTA's projection of operating funding available in 2016 is 3.5 percent higher than the 2015 budget. For 2017, the RTA estimates that available funding will increase by 2.9 percent over 2016. For 2018, the RTA estimates an increase of 3.2 percent from the prior year.

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 pages 25-55.

For the period 2016 through 2018, 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.





## BUDGET OVERVIEW

### PASSENGER REVENUE

Passenger revenue for 2016 is expected to be higher than the 2015 budget by \$4.1 million or 1.2 percent. This increase reflects that the 2016 Budget will receive higher funds related to a net fare increase of 2 percent effective Feb. 1, 2016. The increase is expected to generate approximately \$6.5 million over the 11-month period, after a \$0.5 million provision for elasticity loss in ridership due to the fare increase. We are also projecting that some riders will switch to their cars due to lower gas prices, reducing overall fare revenue by \$2.4 million.

### REDUCED FARE REIMBURSEMENT

Reduced Fare Reimbursement is budgeted to be \$3.1 million for 2016 at the same level as the 2015 Budget.

### CAPITAL CREDITS, LEASES AND OTHER CONTRACTS

The 2016 budget for capital credits, leases and other contracts, has been decreased by \$5.4 million or 15.2 percent versus 2015, reflecting an anticipated decline in billable items, primarily crossing project work on behalf of the state that is not considered a Metra asset.

### TOTAL OPERATING EXPENSES

The 2016 budget projects an increase of \$6.7 million or 0.9 percent compared to the 2015 budget. Train service levels are unchanged in both years, therefore, the budget expense increase represents projected price increases in labor, benefits, rents, materials and other costs associated with operating the service and meeting the maintenance and inspection requirements related to the equipment and infrastructure.

### OPERATIONS AND MAINTENANCE

The 2016 budget for Operations and Maintenance, which represents about 75 percent of Metra's operating costs, is projected to increase by \$35.5 million or 6.7 percent over 2015. This category includes the operation of 703 weekday trains, the maintenance and inspection of more than 1,100 pieces of equipment, 241 stations, 1,100 miles of track, 800 bridges, 2,000 signals and other infrastructure.

With an aging system and the slow growth in available capital funds, more and more of the cost of maintaining the equipment and infrastructure is borne by the operating budget. While Metra is constantly looking for efficiencies and other cost-saving measures within its operations, there is an overwhelming burden related to the shortfall in the overall funding to meet a state of good repair. This consistent shortfall means that meeting the daily demands of having enough equipment and a safe infrastructure to move customers is becoming more expensive each year.

Operations and Maintenance for 2017 is projected to grow by 2.9 percent over the 2016 budget and for 2018 to grow by 3.0 percent over the 2017 plan.

## ADMINISTRATION

The 2016 budget for administration, which represents about 12 percent of Metra's operating costs, is projected to increase by \$1.9 million or 2.1 percent compared to 2015. For the plan years of 2017 and 2018, administration costs are projected to grow by 3.0 percent in 2017 over the 2016 budget and by 2.8 percent in 2018 over the 2017 plan.

## DIESEL FUEL

Diesel fuel for 2016 is budgeted at \$60.4 million, representing a \$20.1 million reduction from the 2015 budget. Metra entered into a supply contract beginning January 2016 for a portion of the 2016 diesel fuel. For 2017 and 2018, Metra's projected expense for diesel fuel is \$65.5 million and \$70 million, respectively.

## METRA ELECTRIC ELECTRICITY

Metra Electric electricity for 2016 is budgeted at \$6.4 million, which is \$2 million or 23.8 percent lower than the 2015 budget. The reduction is due to lower prices from a new supply contract. Metra is projecting price increases for 2017 and 2018 at 3.0 percent and 3.1 percent, respectively.

## CLAIMS AND INSURANCE

Claims and insurance for 2016 is budgeted at \$15.4 million, which is a \$0.4 million or 2.5 percent reduction from the 2015 budget. This area realized a \$0.4 million 2016 efficiency due to anticipated lower claims amounts and insurance premiums. For 2017 and 2018, expenses in this category are projected to be \$15.9 million and \$16.4 million, respectively.

## DOWNTOWN STATIONS

For 2016, the downtown stations category, which includes charges for Chicago Union Station, LaSalle Street Station and the Ogilvie Transportation Center, is budgeted at \$16.4 million. This is a \$.2 million increase over the 2015 budget. The station rents are covered by long-term leases that have annual inflators. Additionally, the charges include a share of the maintenance and utility costs for the facilities, which are expected to increase for 2016. For 2017 and 2018, the budget projections for this line item are \$16.6 million and \$17.0 million, respectively.

## SUMMARY

**Exhibit 10** on page 27 presents Metra's 2016 budget while **Exhibit 11** on page 28 summarizes Metra's 2016 budget and its 2017-2018 financial plan. Metra's budget and financial plan are presented in a manner consistent with its financial statements, with adjustments in format made, 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 2016 projected cash flow summary is included in the Appendix on pages 30-31 as **Exhibit 12**.

## APPENDIX

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## Exhibit 8

## METRA OPERATING BUDGET COMPARISONS 2015 BUDGET &amp; 2016 BUDGET

(\$ in millions)

	2015 Budget	2016 Budget	Growth Amt.	%
<b>Revenues</b>				
Passenger Revenue	\$337.3	\$341.4	4.1	1.2%
Reduced Fare Subsidy	3.1	3.1	0.0	0.0%
Capital Credits, Leases, etc.	35.5	30.1	(5.4)	-15.2%
<b>Total Revenues</b>	<b>375.9</b>	<b>374.6</b>	<b>(1.3)</b>	<b>-0.3%</b>
<b>Operating Expenses</b>				
Transportation	240.0	256.0	16.0	6.7%
Maintenance of Way	130.0	140.5	10.5	8.1%
Maintenance of Equipment	162.0	171.0	9.0	5.6%
<b>Subtotal - Operations</b>	<b>532.0</b>	<b>567.5</b>	<b>35.5</b>	<b>6.7%</b>
Administration	92.0	93.9	1.9	2.1%
Metra Debt Service	8.4	0.0	(8.4)	
Diesel Fuel	80.5	60.4	(20.1)	-25.0%
Metra Electric District Electricity	8.4	6.4	(2.0)	-23.8%
Claims & Insurance	15.8	15.4	(0.4)	-2.5%
Downtown Stations	16.0	16.2	0.2	1.3%
<b>Total Operating Expenses</b>	<b>753.1</b>	<b>759.8</b>	<b>6.7</b>	<b>0.9%</b>
<b>Total Funded Deficit</b>	<b>377.2</b>	<b>385.2</b>	<b>8.0</b>	<b>2.1%</b>
Metra Sales Taxes	377.7	397.3	19.6	5.2%
Add: RTA Fund Balance for Operations	6.0	0.0	(6.0)	
Add: ICE Funding for Operations	1.5	1.5	0.0	
Add: Security Grant	2.0	2.0	0.0	0.0%
Total Funds for Operating	387.2	400.8	13.6	3.5%
Capital Fare Funding	(10.0)	(15.6)	(5.6)	56.0%
<b>Total Funds Available for Operating</b>	<b>377.2</b>	<b>385.2</b>	<b>8.0</b>	<b>2.1%</b>
Excess / (Shortfall) of Funds	0.0	0.0	0.0	
Recovery Ratio	53.6%	52.4%		
Recovery Ratio Additions	1.9	2.0		
Recovery Ratio Exclusions	48.4	40.5		

## Exhibit 9

## CALCULATION OF 2016 - 2018 FAREBOX RECOVERY RATIOS

(\$ in millions)

Year	2016	2017	2018
System-Generated Revenues	374.6	384.6	397.3
Additions to Recovery Ratio Revenues	2.0	2.1	2.2
Farebox Recovery Ratio Revenue	376.6	386.7	399.5
<b>Total Operating Expenses</b>	<b>759.8</b>	<b>785.3</b>	<b>811.0</b>
Exclusions from Recovery Ratio Expenses	40.5	41.0	42.0
<b>Farebox Recovery Ratio Expenses</b>	<b>719.3</b>	<b>744.3</b>	<b>769.0</b>
<b>Revenue Recovery Ratio</b>	<b>52.4%</b>	<b>52.0%</b>	<b>52.0%</b>

**Exhibit 10**  
**2016 BUDGET BY CARRIER AND TYPE OF EXPENSE**  
(\$ in millions)

	NIRCRC	Union Pacific	BNSF Railway	Total Metra
Revenues:				
Passenger Revenue	149.5	121.0	70.9	341.4
Reduced Fare Subsidy	3.1	0.0	0.0	3.1
Capital Credits, Leases, etc.	29.7	0.4	0.0	30.1
<b>Total Revenues</b>	<b>182.3</b>	<b>121.4</b>	<b>70.9</b>	<b>374.6</b>
Operating Expenses				
Transportation	141.6	84.7	29.7	256.0
Maintenance of Way	89.2	44.9	6.4	140.5
Maintenance of Equipment	87.4	57.1	26.5	171.0
<b>Subtotal - Operations</b>	<b>318.3</b>	<b>186.7</b>	<b>62.5</b>	<b>567.5</b>
Administration	89.1	4.8	0.0	93.9
Metra Debt Service	0.0	0.0	0.0	0.0
Diesel Fuel	24.5	24.3	11.6	60.4
Metra Electric District Electricity	6.4	0.0	0.0	6.4
Claims & Insurance	15.4	0.0	0.0	15.4
Downtown Stations	8.5	1.7	6.0	16.2
<b>Total Operating Expenses</b>	<b>462.2</b>	<b>217.5</b>	<b>80.1</b>	<b>759.8</b>
<b>Total Funded Deficit</b>	<b>279.9</b>	<b>96.1</b>	<b>9.2</b>	<b>385.2</b>
Metra Sales Taxes				397.3
Add: RTA Fund Balance for Operations				0.0
Add: ICE Funding for Operations				1.5
Add: Security Grant				2.0
Less: Capital Fare Funding				(15.6)
<b>Total Funds Available for Operating</b>				<b>385.2</b>
Excess / (Shortfall) of Funds				0.0
Revenue Recovery Ratio				52.4%
Recovery Ratio Additions				2.0
<b>Recovery Ratio Exclusions</b>				<b>40.5</b>

**Exhibit 11**  
**2016 BUDGET SUMMARY AND 2017-2018 FINANCIAL PLAN**  
(\$ in millions)

	2016 Budget	2017 Plan	2018 Plan
<b>REVENUES:</b>			
Passenger Revenue	\$341.4	\$347.5	\$357.2
Reduced Fare Subsidy	3.1	3.1	3.1
Capital Credits, Leases, etc.	30.1	34.0	37.0
<b>Total Revenues</b>	<b>374.6</b>	<b>384.6</b>	<b>397.3</b>
<b>Operating Expenses</b>			
Transportation	256.0	263.5	271.4
Maintenance of Way	140.5	144.5	149.0
Maintenance of Equipment	171.0	176.0	181.0
<b>Subtotal - Operations</b>	<b>567.5</b>	<b>584.0</b>	<b>601.4</b>
Administration	93.9	96.7	99.4
Metra Debt Service	0.0	0.0	0.0
Diesel Fuel	60.4	65.5	70.0
Metra Electric District Electricity	6.4	6.6	6.8
Claims & Insurance	15.4	15.9	16.4
Downtown Stations	16.2	16.6	17.0
<b>Total Operating Expenses</b>	<b>759.8</b>	<b>785.3</b>	<b>811.0</b>
<b>Total Funded Deficit</b>	<b>385.2</b>	<b>400.7</b>	<b>413.7</b>
Metra Sales Taxes	397.3	408.7	421.7
Add: RTA Fund Balance for Operations	0.0	0.0	0.0
Add: ICE Funding for Operations	1.5	0.0	0.0
Add: Security Grant	2.0	2.0	2.0
Funds Available for Operating	400.8	410.7	423.7
Capital Fare Funding	(15.6)	(10.0)	(10.0)
<b>Total Funds Available for Operating</b>	<b>385.2</b>	<b>400.7</b>	<b>413.7</b>
Excess / (Shortfall) of Funds	0.0	0.0	0.0
Recovery Ratio	52.4%	52.0%	52.0%
Recovery Ratio Additions	2.0	2.1	2.2
<b>Recovery Ratio Exclusions</b>	<b>40.5</b>	<b>41.0</b>	<b>42.0</b>



Exhibit 12  
**METRA 2016 PROJECTED CASHFLOW SUMMARY**  
(\$ in millions)

	January	February	March	April	May
Beginning Balance	\$120,000	\$119,556	\$122,138	\$135,013	\$124,642
Operating Revenue	28,262	27,976	29,519	29,850	30,468
Capital Farebox Revenue	1,300	1,300	1,300	1,300	1,300
<b>Total Operating Revenue</b>	<b>\$29,562</b>	<b>\$29,276</b>	<b>\$30,819</b>	<b>\$31,150</b>	<b>\$31,768</b>
RTA Sales Tax Month Paid	37,989	38,190	44,849	21,387	27,367
ICE For Operating	125	125	125	125	125
RTA Sales Tax / State PTF	38,114	38,315	44,974	21,512	27,492
Security Grant	167	167	167	167	167
Capital Grants:					
FTA	13,046	13,046	13,046	13,046	13,046
RTA	4,742	0	0	0	0
IDOT	0	0	0	0	0
Metra Financing	0	0	0	0	0
<b>Subtotal</b>	<b>\$17,788</b>	<b>13,046</b>	<b>13,046</b>	<b>13,046</b>	<b>13,046</b>
<b>Total Cash Receipts</b>	<b>\$85,631</b>	<b>\$80,804</b>	<b>\$89,006</b>	<b>\$65,875</b>	<b>\$72,473</b>
Operating Expenses	\$66,987	\$63,876	\$61,785	\$61,900	\$63,630
Capital Farebox Expenses	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>66,987</b>	<b>63,876</b>	<b>61,785</b>	<b>61,900</b>	<b>63,630</b>
<b>Capital Projects:</b>					
FTA/RTA/IDOT	\$17,788	\$13,046	\$13,046	\$13,046	\$13,046
Metra Financing	0	0	0	0	0
Metra	1,300	1,300	1,300	1,300	1,300
<b>Total Capital Projects</b>	<b>19,088</b>	<b>14,346</b>	<b>14,346</b>	<b>14,346</b>	<b>14,346</b>
<b>Total Cash Disbursements</b>	<b>86,075</b>	<b>78,222</b>	<b>76,131</b>	<b>76,246</b>	<b>77,976</b>
<b>Ending Balance</b>	<b>\$119,556</b>	<b>\$122,138</b>	<b>\$135,013</b>	<b>\$124,642</b>	<b>\$119,140</b>



June	July	August	September	October	November	December	Total
\$119,140	\$119,673	\$118,581	\$120,097	\$120,476	\$119,046	\$122,088	
31,175	32,397	31,544	29,744	31,181	29,830	27,054	<b>359,000</b>
1,300	1,300	1,300	1,300	1,300	1,300	1,300	<b>\$15,600</b>
<b>\$32,475</b>	<b>\$33,697</b>	<b>\$32,844</b>	<b>\$31,044</b>	<b>\$32,481</b>	<b>\$31,130</b>	<b>\$28,354</b>	<b>\$374,600</b>
31,462	30,667	33,391	33,037	31,351	33,108	32,648	<b>395,446</b>
125	125	125	125	125	125	125	<b>1,500</b>
31,587	30,792	33,516	33,162	31,476	33,233	32,773	<b>396,946</b>
167	167	167	167	167	167	163	<b>2,000</b>
13,046	13,046	13,046	13,046	13,046	13,046	13,046	<b>156,552</b>
0	0	0	0	0	0	0	<b>4,742</b>
0	0	0	0	0	0	0	<b>0</b>
0	0	0	0	0	0	0	<b>0</b>
<b>\$13,046</b>	<b>\$13,046</b>	<b>\$13,046</b>	<b>\$13,046</b>	<b>\$13,046</b>	<b>\$13,046</b>	<b>\$13,046</b>	<b>\$161,294</b>
<b>\$77,275</b>	<b>\$77,702</b>	<b>\$79,573</b>	<b>\$77,419</b>	<b>\$77,170</b>	<b>\$77,576</b>	<b>\$74,336</b>	<b>\$934,840</b>
\$62,395	\$64,448	\$63,711	\$62,693	\$64,255	\$60,188	\$63,932	<b>\$759,800</b>
0	0	0	0	0	0	0	<b>0</b>
62,395	64,448	63,711	62,693	64,255	60,188	63,932	<b>759,800</b>
\$13,046	\$13,046	\$13,046	\$13,046	\$13,046	\$13,046	\$13,046	<b>\$161,294</b>
0	0	0	0	0	0	0	<b>0</b>
1,300	1,300	1,300	1,300	1,300	1,300	1,300	<b>15,600</b>
<b>14,346</b>	<b>14,346</b>	<b>14,346</b>	<b>14,346</b>	<b>14,346</b>	<b>14,346</b>	<b>14,346</b>	<b>176,894</b>
<b>76,741</b>	<b>78,794</b>	<b>78,057</b>	<b>77,039</b>	<b>78,601</b>	<b>74,534</b>	<b>78,278</b>	<b>936,694</b>
<b>\$119,673</b>	<b>\$118,581</b>	<b>\$120,097</b>	<b>\$120,476</b>	<b>\$119,046</b>	<b>\$122,088</b>	<b>\$118,146</b>	

**Exhibit 13**  
**PROPOSED CAPITAL PROGRAM 2016**  
 (\$ in millions)

PE	Description	RR	Source	Amount
<b>Rolling Stock</b>				
4810	USED LOCOMOTIVES	MET	f3	\$1,000,000
4806	LOCOMOTIVE MID-LIFE REHAB 401-427	MET	f9	\$10,000,000
5001	TRACTION MOTORS	MET	f3	\$1,600,000
4510	CAR REHAB (41 BUDD CARS)	MET	f3	\$4,000,000
5002	LOCOMOTIVE AND CAR IMPROVEMENTS	MET	f3	\$2,000,000
4705	EMERGENCY CAR LIGHTING	MET	mt	\$1,500,000
5004	HVAC REFRIGERANT CONVERSION	MET	f9	\$500,000
5003	WHEEL REPLACEMENT	MET	f3	\$3,300,000
4805	EVENT RECORDERS	MET	mt	\$500,000
4507	LOCOMOTIVE REHABILITATION (174-214)	MET	f3	\$13,100,000
5005	LOCOMOTIVE REHABILITATION (174-214)	MET	fc	\$8,800,000
4507	LOCOMOTIVE REHABILITATION (174-214)	MET	mt	\$2,200,000
5006	NEW GALLERY CARS PURCHASE	MET	f9	\$15,000,000
4910	CAR REHAB (AMERAIL CARS P6)	MET	f3	\$5,733,000
4909	CAR REHAB (NIPPON SHARYO P-1)	MET	f3	\$6,625,000
5009	CAR REHAB (NIPPON SHARYO HIGHLINERS)	MED	f3	\$6,000,000
5010	DVR AND CAMERAS	MET	f9	\$3,000,000
5008	MU CAR IMPROVEMENTS	MED	f9	\$515,000
<b>Rolling Stock Sub-Total</b>				<b>\$85,373,000</b>
<b>Track &amp; Structure</b>				
5015	TIES, BALLAST, & SW HEATERS	BNS	f3	\$2,765,000
5012	TIES AND BALLAST	MED	f3	\$2,000,000
5018	TIES AND BALLAST	RID	f3	\$2,000,000
5021	RAIL GRINDING	MET	f3	\$300,000
5027	RAIL	BNS	f3	\$2,188,000
5025	UNDERCUTTING & SURFACING	MET	f3	\$550,000
5026	UNDERCUTTING & SURFACING	MWD	f3	\$500,000
5033	RAIL REPLACEMENT	MWD	f9	\$2,500,000
5028	RAIL REPLACEMENT	MET	f9	\$1,500,000
5020	NCS IMPROVEMENTS	NCS	mt	\$780,000
5023	CROSSINGS (ROAD & TRACK)	MET	f3	\$3,000,000
5024	CROSSINGS (ROAD & TRACK)	MWD	f3	\$900,000
5038	BRIDGES & RETAINING WALLS	BNS	f3	\$1,177,000
5036	BRIDGE IMPROVEMENTS	MET	f3	\$500,000
5039	BRIDGE IMPROVEMENTS	MWD	f9	\$400,000
5040	63rd and 67th STREET BRIDGE IMPROVEMENTS	MED	f9	\$1,200,000
5037	BRIDGE IMPROVEMENTS	UPR	f3	\$500,000
5048	RIGHT OF WAY FENCING	UPR	f9	\$100,000
5029	CATENARY STRUCTURE REHABILITATION	MED	f3	\$1,000,000
<b>Track &amp; Structure Sub-Total</b>				<b>\$23,860,000</b>
<b>Signal, Electrical &amp; Communications</b>				
4343	POSITIVE TRAIN CONTROL	MET	f9	\$34,000,000
5056	SIGNAL SYSTEM UPGRADES	MET	f9	\$1,500,000
4744	PROTECTIVE RELAY REPLACEMENT	MED	f3	\$400,000
4746	IMPEDANCE BONDS	MED	f9	\$300,000
5032	SWITCH HEATERS	MED	f9	\$200,000
4742	STRAY CURRENT PROTECTION	MED	f9	\$500,000
<b>Signal, Electrical &amp; Communications Sub-Total</b>				<b>\$36,900,000</b>

PE	Description	RR	Source	Amount
<b>Facilities &amp; Equipment</b>				
5053	YARD IMPROVEMENTS	BNS	f3	\$600,000
4965	YARD IMPROVEMENTS	RID	f3	\$2,000,000
5076	YARD IMPROVEMENTS	MWD	f3	\$500,000
5072	YARD IMPROVEMENTS	RID	f3	\$1,500,000
5065	RIGHT OF WAY EQUIPMENT	MET	f3	\$1,000,000
5066	OFFICE EQUIPMENT	MET	f9	\$275,000
5068	EQUIPMENT & VEHIC MECH	MET	f9	\$2,200,000
5064	IT COMPONENTS & SERVICES	MET	f9	\$500,000
5064	IT COMPONENTS & SERVICES	MET	mt	\$2,500,000
5091	MOBILE APPLICATION	MET	ri	\$2,500,000
5061	CREW OPTIMIZATION	MET	ri	\$500,000
5062	AUTOMATED PASSEGER COUNTER	MET	ri	\$1,000,000
4852	FINANCIAL SYSTEM REPLACEMENT	MET	f9	\$1,000,000
4743	547 BUILDING IMPROVEMENTS	MET	f9	\$250,000
4771	547 BUILDING UPGRADES	MET	f9	\$250,000
5070	POLICE VEHICLES	MET	f9	\$500,000
<b>Facilities &amp; Equipment Sub-Total</b>				<b>\$17,075,000</b>
<b>Stations &amp; Parking</b>				
5077	STATION SIGNS	MET	f9	\$550,000
5078	SYSTEMWIDE STATION IMPROVEMENTS	MET	f9	\$1,000,000
5079	STATION FAC IMPROVEMENTS	MET	f9	\$1,000,000
5067	ADA IMPROVEMENTS	MET	f3	\$3,000,000
5075	INNOVATIVE PLATFORMS	MET	ri	\$742,000
4878	WEST CHICAGO STATION	UPR	f3	\$3,000,000
5080	RIVERSIDE STA REHABILITATION	BNS	f3	\$400,000
5081	WOODSTOCK STA REHABILITATION	UPR	f3	\$1,000,000
5092	PROTECTIVE LAND ACQUISITION	MET	mt	\$2,500,000
<b>Stations and Parking Sub-Total</b>				<b>\$13,192,000</b>
<b>Support Activities</b>				
5097	LOCALLY FUNDED PROJECTS / MATCH	MET	mt	\$3,250,000
5096	UNANTICIPATED CAPITAL	MET	mt	\$2,370,000
5098	PROJECT ADMINISTRATION	MET	f3	\$400,000
5098	PROJECT ADMINISTRATION	MET	f9	\$400,000
5099	CONTINGENCIES	MET	f3	\$922,650
5099	CONTINGENCIES	MET	f9	\$950,151
5094	INFRASTRUCTURE ENGINEERING	MET	f3	\$500,000
5094	INFRASTRUCTURE ENGINEERING	MET	f9	\$500,000
<b>Support Activities Sub-Total</b>				<b>\$9,292,801</b>
<b>Grand Totals For Uses</b>				<b>\$185,692,801</b>
Federal State of Good Repair (5337)				
			f3	\$75,960,650
Federal Formula (5307)				
			f9	\$80,590,151
<b>Sub-Total Federal Formula</b>				<b>f \$156,550,801</b>
CMAQ				
			fc	\$8,800,000
RTA Innovation, Coordination & Enhancement				
			ri	\$4,742,000
Metra Farebox Capital (Additional Requests)				
			mt	\$15,600,000
<b>TOTAL FUNDING PROGRAM</b>				<b>\$185,692,801</b>

## Exhibit 14

**METRA CAPITAL PROGRAM SOURCES 2016 - 2020**

(\$ in millions)

<b>Funding Source</b>	<b>2016</b>	<b>2017-2020</b>	<b>Total</b>
Federal Base Program			
State of Good Repair (5337)/ Formula (5307)	\$156.6	\$674.5	\$831.1
<b>Sub–Total Federal Base Program</b>	<b>\$156.6</b>	<b>\$674.5</b>	<b>\$831.1</b>
Supplemental			
Federal CMAQ	8.8	4.0	12.8
RTA Bond	0.0	135.5	135.5
RTA Innovation, Coordination & Enhancement	4.7	10.0	14.7
Metra Financing	0.0	200.0	200.0
Metra Farebox Capital	15.6	40.0	55.6
<b>Sub–Total Supplemental Program</b>	<b>\$29.1</b>	<b>\$389.5</b>	<b>\$418.6</b>
<b>Grand Total</b>	<b>\$185.7</b>	<b>\$1,064.0</b>	<b>\$1,249.7</b>

## 2016 CAPITAL PROGRAM PROJECT ELEMENT DESCRIPTIONS

### ROLLING STOCK

#### PE 4507 LOCOMOTIVE REHABILITATION, MET

This project involves the second major rehabilitation of 42 locomotives (units 174-214) which were delivered between 1989 and 1992. This project is part of an ongoing program to rehabilitate locomotives. This will save fuel and reduce emissions.

#### PE 4510 CAR REHABILITATION, MET

This project involves the life-extending rehabilitation of up to 41 commuter cars built in 1974. The Chicago & Northwestern Railroad last rehabilitated these cars between 1990 and 1993.

#### PE 4805 EVENT RECORDERS, MET

This project involves the upgraded replacement of the event recorders on Metra's locomotives, EMUs (Highliner Cars), and cab control cars. The system will meet the FRA's standard for crash worthiness and will include the necessary components for integration with the federally mandated Positive Train Control system. The upgrade will also make the recorders less prone to failure in the event of an accident.

#### PE 4806 LOCOMOTIVE MID LIFE REHAB, MET

This project is for the mid-life rehabilitation of 27 locomotives that are among those delivered new in the early 2000s. This rehabilitation will enable these locomotives to reach their useful life of 25 years with a minimum of maintenance on major components.

#### PE 4810 USED LOCOMOTIVES, MET

This project includes the purchase of three used locomotives and any necessary spare parts. The locomotives will be used in commuter service on various railroad lines owned or operated by Metra. Metra's spare ratio for locomotives has declined partially due to the effects of very harsh winters on aged equipment.

#### PE 4909 CAR REHABILITATION (NIPPON SHARYO, P1)

This project involves the mid-life rehabilitation of 302 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. This is Phase I of a multi-phase project.

### LINE ABBREVIATIONS

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

#### PE 4910 CAR REHABILITATION AMERAIL (P6), MET

This project involves the upgrading and rehabilitation (mid-life overhaul) of the remaining commuter rail cars built by Morrison-Knudsen/Amerail not rehabilitated by one of the preceding Amerail car rehab projects. This is the next-to-last phase of this project. These cars have not undergone any type of programmed overhaul prior to this project. These cars were built between 1995 and 1998 by the Morrison Knudsen or Amerail Company. They will be 17 to 20 years old prior to rehabilitation under this project, and their major components are beginning to wear out.

#### PE 5001 TRACTION MOTORS-REBUILD, 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 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.

#### PE 5002 LOCOMOTIVE AND CAR IMPROVEMENTS, MET

This project involves various improvements to diesel-hauled and electric commuter cars, as well as locomotives. These improvements may not be identified until the start of a major rehabilitation project. The improvements also include items that were not required by federal or state law at the time the improvements were engineered, but did become a requirement before construction began.

### **PE 5003 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 components on Metra's fleet.

### **PE 5004 HVAC REFRIGERANT CONVERSION, MET**

This project involves the conversion of the air-conditioning units from the R22 refrigerant to a more environmentally friendly R407C refrigerant on Metra's bi-level commuter cars. This work will be done on all cab cars, trailers and EMUs. The work involves replacing the AC system and replacing the temperature control systems. The HVAC system provides heating and cooling to the car's interior.

### **PE 5006 NEW GALLERY CARS, MET**

The long-term proposed rail car program will purchase 367 new diesel cars to replace 318 cars with an average age of 43 years and increase the number of spare cars by 49. This would retire the oldest cars in the fleet. Under the proposed program, 106 new cars will be delivered between 2018 and 2019 and 261 cars will be delivered between 2020 and 2024.

### **PE 4705 EMERGENCY CAR LIGHTING, MET**

This project involves the upgrading of the current lighting and emergency lighting system on cab and trailer cars. The upgrade of the lighting system includes but is not limited to the replacement of the batteries, battery chargers, battery boxes and lighting components which will allow Metra to comply with the federally-mandated 90-minute emergency light requirement. The upgrade will also include the replacement of low-level pathway markings, which is an FRA mandate.

### **PE 5008 MU CAR IMPROVEMENTS**

This project involves the purchase of parts and equipment that will be needed for the rehabilitation and restoration of the 26 electric cars that were ordered in 2002 and delivery began in 2004 and 2005.

### **PE 5009 CAR REHABILITATION (NIPPON SHARYO HIGHLINERS), MET**

This project involves the mid-life rehabilitation of up to 26 multiple-unit bi-level electric cars that are ADA compliant. The cars were built by the Nippon-Sharyo Corporation and delivery began in 2004 and 2005. This is the first major rehabilitation of these commuter cars.

### **PE 5010 DVRS AND CAMERAS, MET**

This project involves the purchase of a digital video recording (DVR) system. The system will replace the 10-year old, obsolete system currently running on Metra's rolling stock. It will allow for video recording of railroad signal aspects and incidents.

## **TRACK AND STRUCTURE**

### **PE 5015 TIES AND BALLAST & SW HEATERS, BNS**

### **PE 5012 TIES AND BALLAST, MED**

### **PE 5018 TIES AND BALLAST, RID**

These projects consist of the replacement of cross ties, switch ties and ballast. In order to maintain proper track gauge and surface, it is necessary to replace ties and ballast periodically. This improves the riding quality of the trains and reduces the incidence of slow orders, which adversely affect adherence to train schedules. These projects represent part of an ongoing program to replace ties and ballast throughout the commuter territory.

### **PE 5021 RAIL GRINDING, MET**

This project consists of on-site grinding of rail that has been recently installed at various locations. This includes second-hand rail, corrugated rail and in-track welded rail. Grinding removes mill scale and corrects irregularities from field and plant welding. Corrugation reduces the useful life of the rail and accelerates the deterioration of the rolling stock. Grinding creates a uniform rail profile and prevents corrugation.

### **PE 5027 RAIL, BNS**

This project will provide for the installation of rail and switches on the BNSF commuter line. The project also includes the renewal of switch points at various locations along the BNSF railroad, 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. Turnouts must be inspected and replaced frequently to protect against derailment. While minor defects in switch points and turnouts can be remedied with field welding, replacement over time is required to ensure reliable operations.

### **PE 5025 UNDERCUTTING & SURFACING, MET**

### **PE 5026 UNDERCUTTING & SURFACING, MWD**

Track undercutting provides for the removal of all fouled track ballast, which is then cleaned and returned to the track bed. The major functions of ballast are to hold ties in place, prevent lateral deflections of the rail and distribute track loading. When the ballast is fouled, the load spreading capability is lost. Soggy ballast also freezes in winter, causing additional stress on the rail and tie systems. Undercutting is necessary when the ballast section has become so contaminated that normal ballasting and surfacing will no longer hold a proper track surface. The results

of undercutting are a smooth, well-aligned track surface, extended tie and ballast life and reduced ongoing maintenance expense.

### **PE 5028 RAIL REPLACEMENT, MET**

This project consists of the installation of continuous welded rail on Metra-owned rail lines. Specific locations are to be determined. The existing jointed rail shows increased wear as it nears the end of its economic service life and it requires periodic replacement to maintain track speeds and on-time performance.

### **PE 5033 RAIL REPLACEMENT, MWD**

This project consists of the installation of continuous welded rail on the Milwaukee District rail lines. Specific locations are to be determined. The existing jointed rail shows increased wear as it nears the end of its economic service life and it requires periodic replacement to maintain track speeds and on-time performance.

### **PE 5020 RAIL, NCS IMPROVEMENTS**

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

### **PE 5023 CROSSINGS (ROAD & TRACK), MET**

### **PE 5024 CROSSINGS (ROAD & TRACK), MWD**

These projects provide for the renewal of rail highway grade crossings at various locations on the Metra commuter lines and the Milwaukee District. The specific crossings to be renewed will be based on 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.

### **PE 5038 BRIDGE AND RETAINING WALLS, BNS**

This project will provide for the rehabilitation of retaining walls on the BNSF commuter 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.

### **PE 5039 BRIDGE IMPROVEMENTS, MWD**

This project involves the rehabilitation of bridges and culverts on the Milwaukee District lines. 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. Funding will be 50/50 split with the Canadian Pacific Railroad.

### **PE 5036 BRIDGE IMPROVEMENTS, MET**

This project involves concrete, timber and steel rehabilitation to bridges in the Metra system. Design work will also be done when necessary. Items that can be rehabilitated include timber wing walls and fencing, cracked bearing blocks and cracked and/or spalled bridge seats or abutments.

### **PE 5037 BRIDGE IMPROVEMENTS, UPR**

This project will provide for the rehabilitation of bridges on the Union Pacific commuter lines. 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.

### **PE 5048 ROW FENCING, UPR**

This project consists of the materials and labor necessary to erect fencing along the railroad right-of-way of the Union Pacific lines. Specific locations are determined based on field conditions and are subject to change.

### **PE 5029 CATENARY STRUCTURE REHAB, MED**

This project involves the ongoing rehabilitation of various catenary structures on Metra Electric District 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 the results of condition assessments and the availability of track time to do the rehabilitation.

### **PE 5040 63RD - 67TH STREET BRIDGES, MED**

This project involves steel and concrete rehabilitation on Metra Electric District mainline bridges. This work typically involves removing deteriorated concrete from the underside of the deck, cleaning the existing structural steel and reinforcing steel and applying epoxy resin coating the underside of the deck.

## **SIGNAL, ELECTRICAL AND COMMUNICATIONS**

### **PE 4343 POSITIVE TRAIN CONTROL, MET**

This project consists of the development and installation of a federally mandated Positive Train Control (PTC) system that integrates new technology with existing train control and operating systems to enhance train operations. This system will help prevent track authority violations, speed limit violations and unauthorized entry into work zones. The system will monitor and ensure the train crew's compliance with all operating instructions, while a screen-based display will provide the train crew with additional operating

information. The system will also query wayside devices for broken rails, proper switch alignment and signal aspects in real time to provide improved train operation.

### **PE 4746 IMPEDANCE BONDS, MED**

This project involves replacing impedance bonds that are damaged, defective, or have insufficient negative return equipment and connections. The impedance bonds are a fundamental part of the track circuit. They control the current path and thus limit the power losses and assure proper function of the protective relays.

### **PE 5056 SIGNAL SYSTEM UPGRADES, MET**

This project will replace various signal infrastructures such as junction boxes, electrical cabinets, wiring, LED lights, etc. on an as needed basis when some part of the signal system is determined to be substandard upon inspection or failure. A large portion of Metra's signal system infrastructure in the field has become obsolete. It is also affected by the extremes of weather common to the Chicago region.

### **PE 4744 PROTECTIVE RELAY REPLACEMENT, MED**

This project will replace the protective relay at all traction power substations. They will be replaced by electronic relays that are more reliable than the existing mechanical relays. The protective relay system protects the local breakers at these locations

### **PE 4742 STRAY CURRENT PROTECTION, MED**

The purpose of the project is to re-establish a path for the stray current between the steel catenary support structures and ground. The special grounding cable may be on the mainline and the South Chicago and Blue Island branches. All structures will be connected to this grounding cable.

### **PE 5032 SWITCH HEATERS, MET**

This project consists of 30 switch-heaters control cabinets, and associated switch heaters. The new units are replacements and are electrically powered.

## **FACILITIES AND EQUIPMENT**

### **PE 5053 YARD IMPROVEMENTS, BNS**

This project consists of several improvements at the 14th Street Yard and the Hill Yard. Improvements will include, but not be limited to an elevator for the 14th Street Shop building, stand by power at Hill yard and switch heaters at 14th Street Yard.

### **PE 4965 YARD IMPROVEMENTS, RID**

This project is for the engineering and design of the 49th Street Diesel Shop on the Rock Island line to enable additional shift work for rail car and locomotive rehabilitation. Design could also include but not be limited to expanding office space, crew facilities and locker rooms. A transfer table could also be added.

### **PE 5076 YARD IMPROVEMENTS, MWD**

This project involves work at the Western Avenue Yard. Improvements will include replacing the roof on the shop building, grating and replacing boardwalks.

### **PE 5072 YARD IMPROVEMENTS, RID**

This project involves but not limited to replacing ties, crosswalks and platforms with steel grated platforms. Metra will purchase and install a wheel truing machine. The machine slowly rotates and grinds the surface of the rail car wheel to make them smooth and even.

### **PE 5070 POLICE VEHICLES, MET**

This project involves the purchase of vehicles to be utilized by Metra Police at various locations throughout the Metra system. FY 2016 FTA funds will be used for purchases and is 100 percent commuter share. The current condition of the equipment that is being replaced is poor, as it has reached or surpassed its useful life.

### **PE 5068 EQUIPMENT & VEHICLES- MECHANICAL, MET**

This project provides for the purchase and rehabilitation of vehicles and equipment to be utilized by Metra's Mechanical and Engineering Departments. The vehicles and equipment purchased will replace various pieces of obsolete or inadequate support vehicles and equipment used to help service and maintain Metra's fleet at the various yards. This includes but is not limited to supervisory vehicles for supervision of fieldwork, small pickup trucks, various forklift trucks and car movers. The existing equipment has surpassed its useful life.

### **PE 5066 OFFICE EQUIPMENT**

This project consists of the purchase of various pieces of equipment and office furniture that will be utilized at Metra storehouses and at the 547 W. Jackson building.

### **PE 5091 MOBILE APPLICATION, MET**

This project includes but is not limited to the implementation, launch and improvement of mobile applications on the Metra system that includes mobile ticketing, trip planning, account management and other related app features. This project may include the purchase of conductor handheld devices and printers, as well as training. All testing will be included in this project. It will include but not be limited to testing of onboard credit card sales and printing from home, as well as other types of app testing.

### **PE 5061 CREW OPTIMIZATION, MET**

This project is for the purchase of software that uses train schedules to determine the minimum amount of crews members needed to operate service. This software will be used with the new electronic crew calling system that helps Metra better comply with Passenger Hours of Service regulations for hours of service reporting requirements.

### **PE 5062 AUTOMATED PASSENGER COUNTS, MET**

This project is for a pilot program to guide the installation of Metra's Automated Passenger Counting system. Metra will issue a letter of inquiry to retain a consultant that has knowledge of the state-of-the-art technology and data utilization. The project may have three components: consulting services, hardware purchases and the supporting software.

### **PE 5064 IT COMPONENTS & SERVICES, MET**

This project covers a systems upgrade for information technology infrastructure at Metra headquarters to be integrated with the financial system replacement and upgrade.

### **PE 4852 FINANCIAL SYSTEM REPLACEMENT, MET**

This project will provide funding for Metra to implement an Enterprise Resource Planning (ERP) system that will be compliant with current financial system "best practices." This system will support electronic data interchange, be fully extensible and upgradeable, use integrated highly flexible analytical reporting tools and support microcomputer/network-based software productivity tools.

### **PE 4771 547 BUILDING UPGRADES, MET**

This project will provide for various building improvements and upgrades to Metra central headquarters located at 547 W. Jackson Blvd. in Chicago. This project will improve the habitable space for visitors and workers at the building.

### **PE 4743 547 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.

## **STATIONS AND PARKING**

### **PE 5077 STATION SIGNS, MET**

The scope of this project consists of the installation of new station signs at Metra commuter stations. The signs will provide general information, station identification, and pathfinding directional guidance. They will be designed to comply with the American with Disabilities Act (ADA). Modifications to the building structures are not anticipated.

### **PE 5078 SYSTEMWIDE STATION IMPROVEMENTS, MET**

This project element includes, but is not limited to, the rehabilitation of Metra station facilities, more specifically the rehabilitation or replacement of roofs, masonry, door & window replacement, concrete work, floors, ceilings, lighting, drainage, stairs, guardrails, handrails, benches, shelters, and canopies.

### **PE 5079 STATION FACILITY IMPROVEMENTS, MET**

This project element includes, but is not limited to, the replacement and/or rehabilitation of station platforms, new lighting, and rehabilitation of access stairs, stair enclosures, shelters, and repair of warming shelters. Work to be performed may also include gatehouse/head house rehabilitation, replacement of leaking roofs, replacement of ceilings, and installation of new lighting, and other related work.

### **PE 5075 INNOVATIVE PLATFORM TREATMENTS, MET**

This is a demonstration project for the installation of heated platform technology for snow removal. This system would be used at stations with precast or composite platforms. It does lend itself to asphalt platforms.

### **PE 5067 ADA PLATFORMS & RAMPS, MET**

This project is part of Metra's ongoing effort to bring commuter rail stations into compliance with the requirements of the Americans with Disabilities Act (ADA) of 1990. This project identifies, at each key station, the specific work that will be done to bring the key stations into compliance. At these stations, existing platforms will be rehabilitated in order to allow deteriorated tactile surfaces to be replaced with the ADA-compliant "truncated dome" type surfaces.

### **PE 4878 WEST CHICAGO STATION UPR**

This project involves the rehabilitation of the West Chicago Station facility. The West Chicago Station facility is in need of rehabilitation work that includes addressing drainage and water leak issues, deteriorated platforms, lighting, ADA access rehabilitation and retaining wall work.



### **PE 5092 PROTECTIVE LAND ACQUISITION, MET**

Protective land acquisition is the acquisition of real property that includes but is not limited to property that is of significant importance to the administration of Metra, is near its ROW or adjacent to other Metra property.

### **PE 5080 RIVERSIDE STATION, BNS**

This project involves the rehabilitation of the Riverside Station facility. The Village of Riverside has received a grant from the Illinois Transportation Enhancement Program (ITEP) for roof replacement. FTA funding will finish the roof and begin rehabilitation of the stairs, ramps and railings.

### **PE 5081 WOODSTOCK STATION, UPR**

This project involves the rehabilitation of the Woodstock station facility. Work may include the design and construction of a larger enclosed inbound warming shelter. The shelter will have more amenities than the current one, including a door, lighting and on-demand heat. Other work to be done may include but is not limited to rehabilitation of the station roof, masonry rehab and new platforms.

### **PE 4994 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.

### **PE 5097 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.

### **PE 5096 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 match available will allow Metra to better leverage federal funds when grant opportunities become available. This project will also allow Metra to fully fund capital projects out of Metra dollars.

### **PE 5098 PROJECT ADMINISTRATION, MET**

This project funds the activities associated with the administration of capital grants and the projects in those grants. This includes only those labor, fringe and overhead costs covered by Metra's cost allocation plan. Examples of the types of 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).

### **PE 5099 CONTINGENCIES, MET**

This project will fund emergencies and unanticipated capital needs that arise throughout the course of the program year. Items covered under this project require immediate attention and can't wait for inclusion in the budget for the forthcoming program year. Contingencies are necessary to fund emergency activities to prevent project and service delays.

### **PE 5094 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.



**Exhibit 15**  
**CAPITAL PROGRAM 2016-2020 CORE PROGRAM**  
(\$ in millions)

Description	2016	2017	2018	2019	2020	Total
<b>Rolling Stock</b>						
Locomotive Improvements	\$35,100	\$62,020	\$16,200	\$16,000	\$20,738	\$150,058
Car Rehabilitation	22,358	66,350	32,250	40,250	35,375	\$196,583
New Rolling Stock	15,000	35,300	6,500	105,600	78,000	\$240,400
MU Car Improvements	515	0	546	500	580	\$2,141
Fleet Component Overhaul	11,900	7,224	7,848	9,306	10,084	\$46,362
HVAC Refrigerant Conversion	500	0	0	0	0	\$500
<b>Sub-Total</b>	<b>85,373</b>	<b>170,894</b>	<b>63,344</b>	<b>171,656</b>	<b>144,777</b>	<b>636,044</b>
<b>Track &amp; Structure</b>						
Ties and Ballast	6,765	3,670	5,250	6750	7,000	29,435
Rail	8,418	7,040	6,035	6,815	8,465	36,773
Crossings (Road and Track)	3,900	3,500	1,925	2,825	3,825	15,975
Bridges	2,600	12,100	66,850	22,600	18,600	122,750
Retaining Wall Rehabilitation	1,177	500	500	750	750	3,677
Structural Upgrades	1,000	1,000	1,150	1,150	1,150	5,450
<b>Sub-Total</b>	<b>23,860</b>	<b>27,810</b>	<b>81,710</b>	<b>40890</b>	<b>39,790</b>	<b>214,060</b>
<b>Signal, Electrical &amp; Communications</b>						
Signal System Upgrades	1,500	5,700	16,500	21,500	21,630	66,830
Interlockings	0	7,000	0	0	0	7,000
Electrical System Improvements	1,400	6,450	8,100	7,350	4,650	27,950
Communications Improvements	0	177	0	0	2,500	2,677
Positive Train Control	34,000	23,700	30,000	0	0	87,700
<b>Sub-Total</b>	<b>36,900</b>	<b>43,027</b>	<b>54,600</b>	<b>28,850</b>	<b>28,780</b>	<b>192,157</b>
<b>Facilities &amp; Equipment</b>						
Yard Improvements	4,600	2,000	7,750	8,853	9,103	32,306
Building Improvements	500	700	650	1,500	1,500	4,850
Equipment and Vehicles	10,975	11,018	11,422	6,327	5,275	45,017
Financial Systems Replacement	1,000	4,735	2,500	2,500	5,000	15,735
<b>Sub-Total</b>	<b>17,075</b>	<b>18,453</b>	<b>22,322</b>	<b>19,180</b>	<b>20,878</b>	<b>97,908</b>
<b>Stations &amp; Parking</b>						
Stations & Parking	10,192	7,000	6,250	2,000	4,250	29,692
ADA Improvements	3,000	2,000	3,000	3,000	3,000	14,000
<b>Sub-Total</b>	<b>13,192</b>	<b>9,000</b>	<b>9,250</b>	<b>5,000</b>	<b>7,250</b>	<b>43,692</b>
<b>Support Activities</b>						
Technical Studies	1,000	2,000	5,000	5,000	5,000	18,000
Project Administration	800	900	1,000	1,000	1,000	4,700
Locally Funded Projects	3,250	4,580	4,283	4,653	5,135	21,901
Contingencies	1,872	1,000	1,521	2,838	2,970	10,201
Unanticipated Capital	2,370	2,500	2,500	2,000	1,720	11,090
<b>Sub-Total</b>	<b>9,292</b>	<b>10,980</b>	<b>14,304</b>	<b>15,491</b>	<b>15,825</b>	<b>65,892</b>
<b>Grand Total*</b>	<b>\$185,692</b>	<b>\$280,164</b>	<b>\$245,530</b>	<b>\$281,068</b>	<b>\$257,300</b>	<b>\$1,249,754</b>

\*May Not Total Due to Rounding

## Exhibit 16

**METRA STATE OF ILLINOIS CAPITAL BOND PROGRAM \***

(\$ in millions)

Capital Assets	2010	2011	2012	2013	2014	2014*	Outstanding	Total
Highliner Cars Replacement, MED (160)	\$118,800	\$466,300	\$0	\$0	\$0	\$0	\$0	\$585,100
New Locomotives	\$0	\$0	\$0	\$0	\$0	\$0	\$93,200	\$93,200
New Cars	\$0	\$0	\$0	\$0	\$0	\$29,680	\$0	\$29,680
UP-North Line Bridges	\$0	\$0	\$0	\$12,000	\$0	\$0	\$10,500	\$22,500
Deering Bridge	\$0	\$0	\$0	\$0	\$18,000	\$0	\$0	\$18,000
Fox River Bridge	\$0	\$0	\$0	\$0	\$0	\$0	\$27,000	\$27,000
UP West Line	\$0	\$0	\$0	\$0	\$44,500	\$0	\$0	\$44,500
Positive Train Control	\$0	\$0	\$0	\$44,000	\$0	\$102,000	\$0	\$146,000
Yard Improvements	\$0	\$0	\$0	\$7,150	\$0	\$7,840	\$0	\$14,990
Stations	\$38,200	\$0	\$0	\$40,670	\$10,000	\$30,860	\$0	\$119,730
<b>Total Bond Program</b>	<b>\$157,000</b>	<b>\$466,300</b>	<b>\$0</b>	<b>\$103,820</b>	<b>\$72,500</b>	<b>\$170,380</b>	<b>\$130,700</b>	<b>\$1,100,700</b>
							<b>\$301,080</b>	

**\*Applied for, but not received.**

In addition to the more than \$300 million in State Bond Funds that are outstanding, many other projects funded by the State Bond Program are currently suspended.

**Exhibit 17**  
**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	26	134	32	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>55</b>	<b>268</b>	<b>65</b>	<b>0</b>	<b>418.2</b>	<b>162.3</b>
Electric District	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>185</b>	<b>102.3</b>	<b>40.6</b>
Heritage Corridor		Joliet, IL (Will Co.)	Chicago Union Station	5	0	5	0	5	3	12	3	0	78.0	37.2
Milwaukee District	North Line	Fox Lake, IL (Lake Co.)	Chicago Union Station	20	0	20	2	15					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>2</b>	<b>35</b>	<b>33</b>	<b>111</b>	<b>42</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	6	21	7	0	85.0	52.8
SouthWest Service		Manhattan, IL (Will Co.)	Chicago Union Station	12	0	12	0	12	6	31	6	0	59.3	40.8
Rock Island District	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	5	5					13.3	6.6
<b>Total</b>				<b>26</b>	<b>0</b>	<b>26</b>	<b>6</b>	<b>17</b>	<b>17</b>	<b>79</b>	<b>32</b>	<b>0</b>	<b>96.9</b>	<b>46.6</b>
Downtown Stations				5	0	5	0	5						
<b>System Totals*</b>				<b>240</b>	<b>1</b>	<b>241</b>	<b>16</b>	<b>181</b>	<b>146</b>	<b>656</b>	<b>187</b>	<b>185</b>	<b>1,154.9</b>	<b>487.5</b>

\*South Shore (NICTD) is not included.

**Exhibit 18**  
**METRA OPERATING AND SERVICE CHARACTERISTICS AS OF 2015**

Carrier/Line		Revenue Trains			Train Miles Jul14-Jun15	Car Miles Jul14-Jun15	Average Scheduled Speeds			On-Time Performance	
		Weekday	Sat	Sun/Hol			Weekday Peak	Weekday Off-Peak	Weekend/Holiday	2014 Average	Jan-Jun15 Average
BNSF Railway		94	28	18	948,488	6,972,911	34.9	30.5	28.0	89.7%	94.1%
Union Pacific	North	70	26	18	756,726	4,349,008	30.4	28.9	30.1	96.7%	97.6%
	Northwest	65	24	15	940,321	6,283,683	33.9	32.7	34.0	95.2%	95.9%
	West	59	20	18	699,299	4,734,488	31.9	30.8	30.6	94.4%	94.8%
<b>Total</b>		<b>194</b>	<b>70</b>	<b>51</b>	<b>2,396,346</b>	<b>15,367,179</b>				<b>95.5%</b>	<b>96.2%</b>
Electric District	Main Line	79	46	20	727,610	3,792,075	23.9	22.7	22.8	97.0%	96.4%
	Blue Island	37	30	0	156,964	500,260	32.2	29.4	28.8	97.9%	98.0%
	So Chicago	54	48	20	229,027	857,880	20.2	19.7	20.4	98.0%	98.6%
<b>Total</b>		<b>170</b>	<b>124</b>	<b>40</b>	<b>1,113,601</b>	<b>5,150,215</b>				<b>97.5%</b>	<b>97.4%</b>
Heritage Corridor		6	0	0	56,996	265,949	34.3	--	--	91.4%	90.4%
Milwaukee District	North	60	24	20	766,136	4,682,699	32.1	30.3	31.1	91.7%	93.1%
	West	58	24	18	660,459	4,534,878	29.5	29.3	29.0	93.5%	95.3%
<b>Total</b>		<b>118</b>	<b>48</b>	<b>38</b>	<b>1,426,595</b>	<b>9,217,577</b>				<b>92.6%</b>	<b>94.2%</b>
North Central Service		22	0	0	295,067	1,342,480	34.2	33.9	--	89.9%	92.5%
SouthWest Service		30	6	0	249,285	1,826,357	27.0	27.4	28.8	92.6%	93.9%
Rock Island District		69	20	16	702,088	5,127,098	29.2	28.8	27.4	93.8%	97.6%
<b>System Totals/Averages*</b>		<b>703</b>	<b>296</b>	<b>163</b>	<b>7,188,466</b>	<b>45,269,766</b>	<b>31.4</b>	<b>29.4</b>	<b>29.0</b>	<b>94.3%</b>	<b>95.8%</b>

\*South Shore (NICTD) is not included.

**Exhibit 19**  
**FORECASTED RIDERSHIP AND VEHICLE MILES: 2014-2018**

	2014 Actual	2015 Projected*	2016 Forecast	2017 Forecast	2018 Forecast
<b>Passenger Trips <sup>1</sup></b>					
BNSF Railway	16,658,000	16,560,000	16,342,000	16,342,000	16,342,000
Union Pacific	29,361,000	29,157,000	28,804,000	28,804,000	28,804,000
Electric District	9,416,000	9,166,000	9,237,000	9,237,000	9,237,000
Heritage Corridor	729,000	744,000	715,000	715,000	715,000
Milwaukee District	14,184,000	14,033,000	13,915,000	13,915,000	13,915,000
North Central Service	1,817,000	1,783,000	1,783,000	1,783,000	1,783,000
SouthWest Service	2,659,000	2,626,000	2,609,000	2,609,000	2,609,000
Rock Island District	8,545,000	8,420,000	8,383,000	8,383,000	8,383,000
<b>System Total**</b>	<b>83,370,000</b>	<b>82,489,000</b>	<b>81,788,000</b>	<b>81,788,000</b>	<b>81,788,000</b>
<b>Year-to-Year Change</b>		<b>-1.1%</b>	<b>-0.8%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Passenger Miles <sup>2</sup></b>					
BNSF Railway	389,747,000	387,630,000	385,632,000	385,632,000	385,632,000
Union Pacific	636,565,000	629,139,000	618,212,000	618,212,000	618,212,000
Electric District	181,099,000	178,131,000	182,426,000	182,426,000	182,426,000
Heritage Corridor	20,504,000	20,497,000	19,547,000	19,547,000	19,547,000
Milwaukee District	334,675,000	329,258,000	325,122,000	325,122,000	325,122,000
North Central Service	57,730,000	55,205,000	52,632,000	52,632,000	52,632,000
SouthWest Service	50,875,000	49,953,000	49,532,000	49,532,000	49,532,000
Rock Island District	179,627,000	178,042,000	179,211,000	179,211,000	179,211,000
<b>System Total**</b>	<b>1,850,822,000</b>	<b>1,827,854,000</b>	<b>1,812,315,000</b>	<b>1,812,315,000</b>	<b>1,812,315,000</b>
<b>Year-to-Year Change</b>		<b>-1.2%</b>	<b>-0.9%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Revenue Car Miles</b>					
BNSF Railway	6,261,000	6,315,000	6,296,000	6,271,000	6,289,000
Union Pacific	14,948,000	14,931,000	14,914,000	14,855,000	14,894,000
Electric District	4,826,000	4,807,000	4,811,000	4,790,000	4,801,000
Heritage Corridor	266,000	267,000	266,000	265,000	266,000
Milwaukee District	8,997,000	9,037,000	9,007,000	8,972,000	8,993,000
North Central Service	1,320,000	1,340,000	1,336,000	1,331,000	1,336,000
SouthWest Service	1,816,000	1,835,000	1,832,000	1,823,000	1,830,000
Rock Island District	4,752,000	4,874,000	4,842,000	4,824,000	4,837,000
<b>System Total**</b>	<b>43,187,000</b>	<b>43,406,000</b>	<b>43,304,000</b>	<b>43,132,000</b>	<b>43,247,000</b>
<b>Year-to-Year Change</b>		<b>0.5%</b>	<b>-0.2%</b>	<b>-0.4%</b>	<b>0.3%</b>

\*Based on January-August 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.





NORTH CENTRAL SERVICE		ROCK ISLAND MAIN		ROCK ISLAND BRANCH		SOUTHWEST SERVICE		UNION PACIFIC NORTH		UNION PACIFIC NORTHWEST		UNION PACIFIC WEST	
Union Station	0.0	LaSalle St.	0.0			Union Station	0.0	Ogilvie	0.0	Ogilvie	0.0	Ogilvie	0.0
Western Ave	2.9	35th St./"Lou" Jones	3.1					Clybourn	2.9	Clybourn	2.9	Kedzie	3.6
		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		
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								
				119th St	14.8								
Rosemont	15.6	Vermont St	15.7	123rd St	15.2	Oak Lawn	15.2	Kenilworth	15.2	Des Plaines	17.1	Elmhurst	15.7
O'Hare Transfer	17.1	Robbins	17.2	Prairie St	15.8	Chicago Ridge	16.8	Indian Hill	15.8	Cumberland	18.6	Villa Park	17.8
		Midlothian	18.4	Vermont St	16.5	Worth	18.2	Winnetka	16.6	Mt Prospect	20.0	Lombard	19.9
						Palos Heights	18.7	Hubbard Woods	17.7				
								Glencoe	19.2				
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				
Wheeling	27.2	Hickory Creek	27.5			179th St	28.9	Fort Sheridan	25.7	Palatine	26.8	Winfield	27.5
Buffalo Grove	29.5	Mokena	29.6					Lake Forest	28.3			West Chicago	29.8
Prairie View	31.6	New Lenox	34.0					Lake Bluff	30.2	Barrington	31.9		
Vernon Hills	33.0							Great Lakes	32.2				
								North Chicago	33.7				
Mundelein	36.9	Joliet	40.0			Laraway Road	35.8	Waukegan	35.9	Fox River Grove	37.3	Geneva	35.5
Prairie Crossing/ Libertyville	40.7									Cary	38.6		
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
Round Lk Beach	45.9												
Lake Villa	48.2												
Antioch	52.8							Kenosha	51.5	McHenry	50.6		
										Woodstock	51.6		
										Harvard	63.1		

**Exhibit 21**  
**RIDERSHIP-RELATED STATISTICS: JULY 2014-JUNE 2015**

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		49,600	4,100	6,900	4,300	64,900	13,700	8,900	347,100	16,594,800	387,311,500	\$66,849,900	\$4.03	23.3
Union Pacific	North	21,200	5,800	4,300	2,900	34,200	10,100	6,500	187,600	9,356,400	158,531,400	\$33,601,500	\$3.59	16.9
	Northwest	29,600	2,700	4,800	2,700	39,900	12,300	7,700	219,500	11,546,500	289,416,300	\$47,840,400	\$4.14	25.1
	West	21,800	1,500	3,100	1,700	28,100	7,100	5,500	153,100	8,436,300	186,238,200	\$33,429,200	\$3.96	22.1
<b>Total</b>		<b>72,600</b>	<b>10,000</b>	<b>12,200</b>	<b>7,300</b>	<b>102,200</b>	<b>29,500</b>	<b>19,700</b>	<b>560,200</b>	<b>29,339,200</b>	<b>634,185,900</b>	<b>\$114,871,100</b>	<b>\$3.92</b>	<b>21.6</b>
Electric District	Main Line	20,600	900	3,400	1,600	26,400	5,800	3,200	141,000	8,080,000	162,955,200	\$29,977,500	\$3.71	20.2
	Blue Island	1,700	200	300	100	2,300	700	0	12,200	289,400	4,707,500	\$958,200	\$3.31	16.3
	So Chicago	3,000	600	900	300	4,800	1,800	800	26,600	888,600	10,116,400	\$2,098,000	\$2.36	11.4
<b>Total</b>		<b>25,300</b>	<b>1,700</b>	<b>4,600</b>	<b>2,000</b>	<b>33,500</b>	<b>8,300</b>	<b>4,000</b>	<b>179,800</b>	<b>9,258,000</b>	<b>177,779,100</b>	<b>\$33,033,700</b>	<b>\$3.57</b>	<b>19.2</b>
Heritage Corridor		2,400	0	0	0	2,400	0	0	12,000	748,900	20,854,300	\$3,177,600	\$4.24	27.8
Milwaukee District	North	15,700	3,200	2,600	1,700	23,100	5,400	3,800	124,700	7,247,300	165,735,400	\$29,370,700	\$4.05	22.9
	West	17,600	1,100	2,300	1,300	22,300	5,700	3,900	121,100	6,882,700	166,284,600	\$27,923,300	\$4.06	24.2
<b>Total</b>		<b>33,300</b>	<b>4,300</b>	<b>4,900</b>	<b>3,000</b>	<b>45,400</b>	<b>11,100</b>	<b>7,700</b>	<b>245,800</b>	<b>14,130,000</b>	<b>332,020,000</b>	<b>\$57,294,000</b>	<b>\$4.05</b>	<b>23.5</b>
North Central Service		4,700	300	500	200	5,800	0	0	29,000	1,793,800	56,958,300	\$8,432,400	\$4.70	31.8
SouthWest Service		8,400	100	900	500	9,900	400	0	49,900	2,646,200	50,476,600	\$9,859,800	\$3.73	19.1
Rock Island District		24,900	600	2,900	1,000	29,300	3,800	2,800	153,100	8,450,900	177,749,700	\$31,988,900	\$3.79	21.0
<b>System Totals***</b>		<b>221,300</b>	<b>21,000</b>	<b>32,900</b>	<b>18,300</b>	<b>293,600</b>	<b>66,900</b>	<b>43,300</b>	<b>1,576,900</b>	<b>82,961,700</b>	<b>1,837,335,300</b>	<b>\$325,507,500</b>	<b>\$3.92</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 22

## TICKET SALES BY TICKET TYPE: JULY 2014-JUNE 2015

Carrier/Line		Between Chicago, IL (Cook County) and...	Monthly	Ten-Ride	Regular One-Way	Conductor One-Way	Weekend & Special Event	Link-Up	PlusBus
BNSF Railway		Aurora, IL (Kane County)	263,600	307,200	1,048,000	433,600	248,100	11,100	11,900
Union Pacific	North	Kenosha, WI (Kenosha County)	116,100	231,400	577,800	838,000	195,800		
	Northwest	Harvard, IL (McHenry County)	167,200	207,000	854,500	622,900	288,000		
	West	Elburn, IL (Kane County)	121,400	159,800	632,800	433,500	193,000		
<b>Total</b>			<b>404,700</b>	<b>598,300</b>	<b>2,065,100</b>	<b>1,894,500</b>	<b>676,700</b>	<b>11,800</b>	<b>2,700</b>
Electric District	Main Line	University Park, IL (Will County)	116,500	129,800	1,065,200	266,500	104,600		
	Blue Island	Blue Island, IL (Cook County)	3,600	3,500	28,000	44,800	3,600		
	So Chicago	Chicago, IL (Cook County)	8,800	18,700	162,500	86,600	2,900		
<b>Total</b>			<b>128,900</b>	<b>152,000</b>	<b>1,255,700</b>	<b>397,800</b>	<b>111,100</b>	<b>8,800</b>	<b>600</b>
Heritage Corridor		Joliet, IL (Will County)	14,200	10,700	17,600	13,900	800	500	25
Milwaukee District	North	Fox Lake, IL (Lake County)	98,900	153,400	499,100	447,100	183,000		
	West	Elgin, IL (Kane County)	100,600	102,900	551,100	436,300	165,300		
<b>Total</b>			<b>199,500</b>	<b>256,200</b>	<b>1,050,200</b>	<b>883,400</b>	<b>348,300</b>	<b>7,100</b>	<b>900</b>
North Central Service		Antioch, IL (Lake County)	29,300	31,400	69,500	146,100	2,100	800	150
SouthWest Service		Manhattan, IL (Will County)	46,800	39,900	104,700	105,900	7,200	1,900	50
Rock Island District		Joliet, IL (Will County)	137,700	129,800	571,400	315,700	107,100	6,200	400
<b>System Totals*</b>			<b>1,224,400</b>	<b>1,525,500</b>	<b>6,182,200</b>	<b>4,190,900</b>	<b>1,501,500</b>	<b>48,200</b>	<b>16,800</b>

\*South Shore (NICTD) is not included.

Note: Columns may not add exactly to System Totals due to rounding.

**Exhibit 23**  
**2016 ADULT FARE SCHEDULE**

Zone	Ticket	A	B	C	D	E	F	G	H	I	J	K	M
A	Monthly	\$95.25											
	Ten-Ride	31.00											
	One-Way	3.50											
B	Monthly	102.25	95.25							Weekend: \$8.00 On-Board Surcharge: \$5.00			
	Ten-Ride	33.25	31.00										
	One-Way	3.75	3.50										
C	Monthly	138.00	102.25	95.25									
	Ten-Ride	44.50	33.25	31.00									
	One-Way	5.00	3.75	3.50									
D	Monthly	159.25	138.00	102.25	95.25								
	Ten-Ride	51.25	44.50	33.25	31.00								
	One-Way	5.75	5.00	3.75	3.50								
E	Monthly	173.50	159.25	138.00	102.25	95.25							
	Ten-Ride	55.75	51.25	44.50	33.25	31.00							
	One-Way	6.25	5.75	5.00	3.75	3.50							
F	Monthly	187.75	173.50	159.25	138.00	102.25	95.25						
	Ten-Ride	60.25	55.75	51.25	44.50	33.25	31.00						
	One-Way	6.75	6.25	5.75	5.00	3.75	3.50						
G	Monthly	202.00	187.75	173.50	159.25	138.00	102.25	95.25					
	Ten-Ride	64.75	60.25	55.75	51.25	44.50	33.25	31.00					
	One-Way	7.25	6.75	6.25	5.75	5.00	3.75	3.50					
H	Monthly	216.25	202.00	187.75	173.50	159.25	138.00	102.25	95.25				
	Ten-Ride	69.25	64.75	60.25	55.75	51.25	44.50	33.25	31.00				
	One-Way	7.75	7.25	6.75	6.25	5.75	5.00	3.75	3.50				
I	Monthly	237.75	216.25	202.00	187.75	173.50	159.25	138.00	102.25	95.25			
	Ten-Ride	76.00	69.25	64.75	60.25	55.75	51.25	44.50	33.25	31.00			
	One-Way	8.50	7.75	7.25	6.75	6.25	5.75	5.00	3.75	3.50			
J	Monthly	252.00	237.75	216.25	202.00	187.75	173.50	159.25	138.00	102.25	95.25		
	Ten-Ride	80.50	76.00	69.25	64.75	60.25	55.75	51.25	44.50	33.25	31.00		
	One-Way	9.00	8.50	7.75	7.25	6.75	6.25	5.75	5.00	3.75	3.50		
K	Monthly	266.25	252.00	237.75	216.25	202.00	187.75	173.50	159.25	138.00	102.25	95.25	
	Ten-Ride	85.00	80.50	76.00	69.25	64.75	60.25	55.75	51.25	44.50	33.25	31.00	
	One-Way	9.50	9.00	8.50	7.75	7.25	6.75	6.25	5.75	5.00	3.75	3.50	
M	Monthly	294.75	280.50	266.25	252.00	237.75	216.25	202.00	187.75	173.50	159.25	138.00	95.25
	Ten-Ride	94.00	89.50	85.00	80.50	76.00	69.25	64.75	60.25	55.75	51.25	44.50	31.00
	One-Way	10.50	10.00	9.50	9.00	8.50	7.75	7.25	6.75	6.25	5.75	5.00	3.50

**Exhibit 24**  
**2016 SPECIAL USER FARE SCHEDULE**

Zone	Ticket	A	B	C	D	E	F	G	H	I	J	K	M
A	Monthly	\$53.75											
	Ten-Ride	14.25											
	One-Way	1.50											
B	Monthly	62.50	53.75										
	Ten-Ride	16.50	14.25										
	One-Way	1.75	1.50										
C	Monthly	80.00	62.50	53.75									
	Ten-Ride	21.00	16.50	14.25									
	One-Way	2.25	1.75	1.50									
D	Monthly	97.50	80.00	62.50	53.75								
	Ten-Ride	25.50	21.00	16.50	14.25								
	One-Way	2.75	2.25	1.75	1.50								
E	Monthly	106.25	97.50	80.00	62.50	53.75							
	Ten-Ride	27.75	25.50	21.00	16.50	14.25							
	One-Way	3.00	2.75	2.25	1.75	1.50							
F	Monthly	115.00	106.25	97.50	80.00	62.50	53.75						
	Ten-Ride	30.00	27.75	25.50	21.00	16.50	14.25						
	One-Way	3.25	3.00	2.75	2.25	1.75	1.50						
G	Monthly	123.75	115.00	106.25	97.50	80.00	62.50	53.75					
	Ten-Ride	32.25	30.00	27.75	25.50	21.00	16.50	14.25					
	One-Way	3.50	3.25	3.00	2.75	2.25	1.75	1.50					
H	Monthly	132.50	123.75	115.00	106.25	97.50	80.00	62.50	53.75				
	Ten-Ride	34.50	32.25	30.00	27.75	25.50	21.00	16.50	14.25				
	One-Way	3.75	3.50	3.25	3.00	2.75	2.25	1.75	1.50				
I	Monthly	141.25	132.50	123.75	115.00	106.25	97.50	80.00	62.50	53.75			
	Ten-Ride	36.75	34.50	32.25	30.00	27.75	25.50	21.00	16.50	14.25			
	One-Way	4.00	3.75	3.50	3.25	3.00	2.75	2.25	1.75	1.50			
J	Monthly	150.00	141.25	132.50	123.75	115.00	106.25	97.50	80.00	62.50	53.75		
	Ten-Ride	39.00	36.75	34.50	32.25	30.00	27.75	25.50	21.00	16.50	14.25		
	One-Way	4.25	4.00	3.75	3.50	3.25	3.00	2.75	2.25	1.75	1.50		
K	Monthly	158.75	150.00	141.25	132.50	123.75	115.00	106.25	97.50	80.00	62.50	53.75	
	Ten-Ride	41.25	39.00	36.75	34.50	32.25	30.00	27.75	25.50	21.00	16.50	14.25	
	One-Way	4.50	4.25	4.00	3.75	3.50	3.25	3.00	2.75	2.25	1.75	1.50	
M	Monthly	176.25	167.50	158.75	150.00	141.25	132.50	123.75	115.00	106.25	97.50	80.00	53.75
	Ten-Ride	45.75	43.50	41.25	39.00	36.75	34.50	32.25	30.00	27.75	25.50	21.00	14.25
	One-Way	5.00	4.75	4.50	4.25	4.00	3.75	3.50	3.25	3.00	2.75	2.25	1.50

## PUBLIC NOTICE

Commuter Rail Board (Metra) Public Hearings on Proposed Operating and Capital Program and Budget for Fiscal Year 2016.

PUBLIC NOTICE IS HEREBY GIVEN that the Commuter Rail Division of the Regional Transportation Authority (Metra) will hold public hearings on its proposed Operating and Capital Program and Budget for Fiscal Year 2016 (January 1, 2016 to December 31, 2016), which will include proposed fare increases. The proposed changes will result in an estimated 2 percent net increase in the fare revenue for February 1, 2016 to December 31, 2016. The budget document proposes the following changes on the EFFECTIVE DATE (FEBRUARY 1, 2016):

- Adult one-way fares are increased \$0.25 in all zones (2.4% to 7.7% increase, depending on zone)
- Adult ten-ride ticket prices are increased \$1.75 in all zones (1.9% increase to 6.0% increase depending on zone)
- Adult monthly fares are increased \$2.50 in all zones (0.9% to 2.7% increase depending on zone)
- Ten-ride reduced fare ticket price is increased \$0.75 in all zones (1.7% to 5.6% increase depending on zone)
- Monthly reduced fare ticket price is increased \$1.25 in all zones (0.7% to 2.4% increase depending on zone)

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 November 5, 2015. Written comments via U.S. mail can be sent to the attention of Lisa Murphy, Assistant Secretary to the Commuter Rail Board, Room 1300, 547 West Jackson Boulevard, Chicago, Illinois 60661. Comments will also be accepted via email to [2016budgetcomments@metrarr.com](mailto:2016budgetcomments@metrarr.com) or FAXED to 312-322-7094. For budget year 2016, Metra has also included a budget comment form in a special budget issue of the "On The Bi-Level" commuter newsletter. Completed newsletter forms may be mailed to the above address or dropped in one of Metra's Ticket by Mail receptacles located at Chicago Union Station, LaSalle Street Station, Ogilvie Transportation Center, Van Buren Street Station or Millennium Station. All comments received will become part of the public comment document.

Copies of the proposed Operating and Capital Program and Budget for Fiscal Year 2016 together with the Fiscal Years 2017-2018 Financial Plan, and Fiscal Years 2016-2020 Capital Program, will be available for public inspection after October 15, 2015 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 West Jackson Boulevard, Chicago, Illinois. The document will be available for view on the [www.metrarail.com](http://www.metrarail.com) website on October 15, 2015 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 to make these accommodations. Requests for services should be made to Katelyn Dote at 312-322-6753.

**Exhibit 25**  
**FY2016 METRA**  
**PROGRAM AND BUDGET**  
**PUBLIC HEARING SCHEDULE**

<b>November 4 5 PM - 8 PM</b>	<b>November 5 5 PM - 8 PM</b>
<b>McHenry County</b> Woodstock City Hall City Council Chambers 121 W. Calhoun St. Woodstock	<b>Lake County</b> Mundelein Village Hall 300 Plaza Circle Mundelein
<b>Cook County South</b> Homewood Village Hall Village Board Room 2020 Chestnut Rd. Homewood	<b>Will County</b> Will County Office Building Board Chambers – 2 <sup>nd</sup> Floor 302 N. Chicago St. Joliet
<b>Cook County North</b> Hanover Park Police Department Community Room 2011 W. Lake Street Hanover Park	<b>DuPage County</b> Clarendon Hills Village Hall Village Board Room 1 N. Prospect Ave. Clarendon Hills
<b>City of Chicago*</b> Chicago Union Station Legacy Club (in Great Hall) 210 S. Canal St. Chicago	<b>Kane County</b> Kane County Government Center 719 Batavia Ave. Building A Lower Level Auditorium Geneva

*\*Public hearing to be webcast live at [www.metra.com](http://www.metra.com).*

**Exhibit 26**  
**FY2016 METRA**  
**PROGRAM AND BUDGET**  
**COUNTY BOARD PRESENTATIONS**

<b>Date</b>	<b>Time</b>	<b>Location</b>
<b>Tuesday, October 27, 2015</b>	<b>10:00 AM</b>	<b>DuPage County</b> DuPage County Government Center 421 N. County Farm Road Wheaton
<b>Wednesday, October 28, 2015</b>	<b>11:00 AM</b>	<b>Cook County</b> Cook County Building Council Chambers 118 N. Clark St. Chicago
<b>Tuesday, November 3, 2015</b>	<b>9:00 AM</b>	<b>McHenry County</b> McHenry County Building 667 Ware Rd. Woodstock
<b>Friday, November 6, 2015</b>	<b>8:30 AM</b>	<b>Lake County</b> Central Permit Facility 500 W. Winchester Rd. Libertyville
<b>Tuesday, November 10, 2015</b>	<b>9:45 AM</b>	<b>Kane County</b> Kane County Government Center County Board Room 719 Batavia Ave. Geneva
<b>Thursday, November 19, 2015</b>	<b>9:30 AM</b>	<b>Will County</b> Will County Office Building 302 N. Chicago St. Joliet

## COMMUTER RAIL BOARD ORDINANCE NO. MET 15-15

2016 Preliminary Budgets

### BE IT ORDAINED:

1. The Board of Directors of the Commuter Rail Division of the Regional Transportation Authority (“Commuter Rail Division”) directs staff to release the Preliminary 2016 Operating and Capital Program and Budget, the 2017-2018 Financial Plan, and the 2016-2020 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 2016 Operating and Capital Program and Budget, the 2017-2018 Financial Plan, and the 2016-2020 Capital Program contain a fare scenario and policy changes that are being contemplated. The fare scenario and policy changes by the Board of Directors will depend, in part, upon public comments received at public hearings and County Board presentations.

Adopted: October 15, 2015





## TITLE VI STATEMENT

### 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 please contact:

Metra's Office of Business  
Diversity & Civil Rights

Attn: Title VI  
547 W. Jackson Blvd., 5 West  
Chicago, IL 60661  
metradbe@metrarr.com  
312.322.8093 (Fax)  
or  
Visit our website at [www.metrarail.com](http://www.metrarail.com)

## CITIZENS ADVISORY BOARD

### **Patricia Mahon – Chairman**

Appointed by Director Don De Graff  
representing suburban Cook County

### **Thomas Brabec**

Appointed by the Chicago South Suburban Mass Transit  
District

### **Ray Campbell**

Appointed by former Director Paul Darley representing  
DuPage County

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

Appointed by Director Rodney S. Craig  
representing suburban Cook County

### **Larry Falbe**

Appointed by Director Norm Carlson  
representing Lake County

### **Glen R. Holland**

Appointed by Director Manuel Barbosa  
representing Kane County

### **Michelle Machay**

Appointed by Director Brian K. Reaves  
representing suburban Cook County

### **Jonathan F. McCabe**

Appointed by the West Suburban Mass Transit District

### **William J. Molony**

Appointed by Director Jack Partelow  
representing Will County

### **George Pearce, Esq.**

Appointed by former Director William Widmer  
representing suburban Cook County

### **Robert J. Nunamaker**

Appointed by former Director Jack Schaffer  
representing McHenry County

### **Dave L. Walker**

Appointed by Chairman Marty Oberman  
representing the City of Chicago





**NOTES**



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547 WEST JACKSON BOULEVARD | CHICAGO, ILLINOIS 60661-5717 | [WWW.METRARAIL.COM](http://WWW.METRARAIL.COM)