

**2019**  
**PROPOSED**  
**OPERATING and CAPITAL**  
**PROGRAM and BUDGET**

**Metra**





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

### **MAKING THE CASE FOR CAPITAL FUNDING**

Metra has an economic model built on macroeconomic factors that existed over 40 years ago and are no longer sustainable in today's economic climate. Absent adequate long-term sustained funding – both operating and capital – Metra cannot survive in its present form. Thus, the overarching strategic question for Metra's future is: Do the people of northeast Illinois value Metra and do they want Metra to survive and grow?

Today, we are laying the groundwork for the 2020s. Over the next several months, Metra is taking a very hard look at its funding sources. We will be asking our stakeholders, passengers, non-riders, mayors and managers, county officials, planning agencies, economic development groups and business leadership groups to assist us in educating our state legislators about the critical need for more funding.

Last year, we used this space to outline the factors behind the financial crisis faced by Metra and the region's other transit agencies. Another year has passed without substantial improvement. The difference this year is that Metra does not plan to raise fares in 2019. Through diligent cost controls, Metra is able to present a balanced operating budget for 2019 without a fare increase, and the Metra Board of Directors has decided to not raise fares for our capital needs. While our riders will appreciate this, let's be very clear that the problems we outlined last year are only getting worse.

If Metra is in such financial straits, why not raise fares again? Because members of the Board recognize that Metra cannot possibly dig its way out of this financial morass through the fare box. The fare increases in the previous four years were intended, in part, to help provide a portion of the capital funding required to replace aging locomotives and railcars. But these increases raised only nickels and dimes relative to our billions of dollars in capital needs.

Metra's passengers have already stepped up to the plate. But we still need their help. Now is the time for

our passengers to help us educate state legislators about the dire need for operating and capital funding for public transit. It is our customers who are suffering and will continue to suffer from service disruptions caused by aging equipment and infrastructure.

So let's start with what Metra's loyal and frequent riders want:

- On-time departure and a safe on-time arrival
- The fastest possible trip time
- Reasonable fares

What has Metra delivered? Among its peers Metra has:

- The best on-time performance
- The lowest fares
- The lowest operating costs

Metra has accomplished this while operating the oldest fleet of locomotives and passenger cars in the United States. In addition, Metra operates in the nation's most complex railroad environment with 1,300 to 1,400 trains moving through the Chicago region each weekday. Metra alone is responsible for 737 train movements, and it hosts 39 South Shore Line trains from Indiana, 18 Amtrak trains and up to 60 freight trains.

Metra fares cover just a third of what we currently spend to operate and invest in the system. But they only cover about a fifth of what we should be spending, because we continue to underinvest in the system.

On the operating side, we need to rethink our reliance on the current sales tax, the principal source of subsidy funding for train service operations. Those taxes are growing too slowly, hurt by fluctuations in our economy and the shift from manufacturing to service industries. In addition, the state has added surcharges for collecting our taxes and cut a portion of the sales tax proceeds that they contribute to the RTA.

The capital situation is even more serious. The state of Illinois has not had a bond program to fund capital projects since 2009, meaning that Metra currently has no state source of capital funding. Metra's 2019 capital budget is less than \$200 million, mostly from the federal government. This is well below the amount we need each year to bring our system into a state of good repair and keep it that way. Because we don't have the money needed to replace our assets on a regular basis, it gets more expensive every year to maintain them.

The state of Illinois needs a large capital bill so that Metra can begin to replace its deteriorating infrastructure. However, it's also become clear the past practice of "feast or famine" capital programs does not work – it is increasing the backlog of infrastructure needs faced by Metra, the region's other public transportation providers and Illinois' road and highway systems. That is why we believe a dedicated source of capital funding for the state of Illinois' infrastructure must be identified.

Our passengers ask, what do I see in exchange for paying more money to ride Metra? Metra has been making significant investments in its fleet of locomotives and passenger cars to improve service reliability.

During the life of our car rehab program, Metra has, with its own employees, rehabilitated 250 railcars, saving Illinois taxpayers more than \$100 million compared to outsourcing the work. That work sustains 60 well-paying, permanent jobs for our local economy. To date, this program represents an investment of more than \$175 million in the passenger car fleet.

Metra is in the process of investing \$30 million to

upgrade and expand its capacity at its 49th Street facility to increase the manufacturing capacity from 35 to 60 cars per year. This is creating short-term construction jobs, and in the long-term additional permanent jobs.

More tangible evidence is the 21 recently overhauled locomotives that Metra acquired at a bargain price of \$27 million that are now being delivered. Metra is in the process of overhauling 27 locomotives in-house, which is projected to save Illinois taxpayers \$20 million as opposed to outsourcing this work. In so doing, Metra has created 30 well-paying permanent middle-class jobs, people who also reinvest their paychecks in our local economy. In addition, Metra is outsourcing the remanufacturing of 42 locomotives. Metra's investment in overhauling its current fleet of locomotives is \$115 million in addition to the \$27 million for the acquisition of the 21 locomotives.

We believe Metra has demonstrated it will spend its funding wisely and effectively. We believe we can make the case that more funding is necessary. We are asking our passengers and all of our other stakeholders to join with us in telling and selling Metra's story to members of the state legislature. That story is very simple:

***Metra needs a sustained capital program and sustained operating funding indexed to inflation to maintain its existing service levels into the 2020s. Otherwise, drastic changes in service levels or other programs may be needed to shrink Metra to a size that its resources can sustain.***

**Norman Carlson** - Chairman of the Board

**James M. Derwinski** - CEO/Executive Director

## 2019 BUDGET

Metra is not raising fares in 2019.

For many Metra customers, that's all they want or need to know: after fares increased in each of the last four years, and six of the last seven years, they will not go up again in 2019.

But if you haven't stopped already, we'd like to ask you to read on, because there is much more to this story. Metra still has an enormous funding problem, one that must be addressed soon if we want to keep the system as it currently exists and deliver the service you deserve. And to solve that problem, we're going to need your help.

As some customers know, through most of Metra's history fares have only been spent on Metra's operating costs. In recent years, however, Metra generally has not raised fares for operations. That's because we do a good job controlling operating costs and running the railroad. When compared to our peer railroads – other older, large commuter railroads in metropolitan areas – Metra has the lowest costs, lowest fares and best reliability.

We are also good stewards of the public dollar. We do not overspend, and we have not mortgaged our future by borrowing money we cannot repay. We are extremely efficient with our use of funding, stretching those dollars as far as they can go all while operating the railroad safely.

We've kept the railroad running effectively, efficiently and safely, despite years of capital funding shortfalls – but the strain is starting to show. Our customers know this because they've had to pay higher fares four years in a row, with most of the new revenue going to shore up the capital budget, which pays for rehabilitating and replacing our rolling stock and infrastructure, as well as covering the enormous expense of installing the federally mandated Positive Train Control (PTC) safety system. We did that because we're not getting enough money from our traditional capital funding sources – federal, state and local subsidies – to meet our capital needs.

For the 2019 budget, Metra does not need a fare increase for operating costs. And Metra Board members agreed that a fare increase for capital needs in 2019 would burden customers while providing only a fraction of the revenue needed to address our capital needs.

How big are those needs? About 40 percent of our assets are classified as in marginal or worn condition. Half of our bridges are more than 100 years old, and at the present rate of replacement of three bridges a year, it would take Metra 150 years to replace the oldest bridges. Our diesel cars have an average age of 30 years, the oldest in the nation. The oldest cars in daily service are 65 years old. Our locomotives have an average age of 31 years, the oldest in the nation. The oldest locomotives are more than 40 years old.

The money needed to address those needs and others can't come from fares alone. We need help, and the most likely source of that help is the state of Illinois, which created the RTA in 1973 and then Metra a decade later after recognizing that the private railroads then operating commuter rail service in Chicago could not continue without public subsidies. However, the legislation that created the RTA and Metra provided a source to subsidize operating costs but not capital costs.

The state has come through with capital funding at several points in Metra's history, generally every decade. The last round came in 2009, so Metra is hopeful that a new program will be approved in the coming year.

Without help, the system will continue to deteriorate. Without help, drastic changes in service levels may be needed to shrink the system to a size that existing resources can sustain. While we will never allow our funding shortfalls to impact safety, without help we may be forced to slow, curtail or eliminate service.

But it's not too late. Help us convince our statewide officials and lawmakers to act. Help us convince them that an investment in transit will pay great dividends into the future. With a new, sustainable and reliable stream of capital funding, Metra would finally have the budgeting certainty and the resources to address its massive needs and plan for future growth. It could undertake the rehabilitation and modernization of its system in a deliberate and strategic way.



## **OPERATIONS FUNDING**

Metra's operating budget pays for the day-to-day costs of operating the railroad, things like labor, fuel and electricity. Your fares pay for about half of the operating budget, with the other half covered by a regional transportation sales tax and a partial state match. Metra's operating budget, by law, must be balanced each year.

Metra identified about \$6 million in budget efficiencies over the course of 2018 that will help offset the normal growth in expenses going into 2019. Those efficiencies are primarily personnel savings in the Engineering, Mechanical and Administrative departments and cuts to our IT costs. Metra will also reduce its budget by approximately \$6 million, reflecting a normal level of employees who are on a leave of absence and not receiving wages or benefits in 2019.

Those \$12 million in savings are offset by a projected \$36 million in operating cost increases, including \$13 million for fuel, \$15 million for a variety of other operating costs, \$4.5 million in Positive Train Control (PTC) operating costs, \$3 million in increases in our purchase-of-service agreements and a \$500,000 increase in our marketing budget.

Metra therefore expects its operating expenses to increase to about \$822 million in 2019 from about \$797 million in 2018, an increase of about \$25 million or 3.1 percent. The increase will be covered by reducing the amount of fare revenue spent on capital needs by about \$13 million (thus allocating that \$13 million to the operating budget) and by an increase in public subsidies of about \$11 million. Fares will not be raised.

## **CAPITAL FUNDING**

Metra's capital budget pays for the rehabilitation and replacement of our rolling stock and infrastructure, as well as for the implementation of the federally mandated PTC safety system. That budget has historically been funded with federal, state and local grants. Our needs exceed the level of funding presently available from those traditional sources.

Because available capital funds are falling so short, Metra has raised fares in recent years not for operations but to fund our capital needs. The increased capital funding from fares has helped, but it has not even come close to meeting our needs. For example, the 2017 fare increase generated an extra \$16.2 million that year, all of it for our capital budget. That amount is not enough to buy even three new locomotives, which cost about \$7 million each. We need to replace 52. It's enough to buy five or six new cars, which cost about \$3 million each. We need almost 400.

Part of the problem on the capital side is that the state has not approved a new bond program for infrastructure since 2009. In addition, the state reduced by \$264 million the allotment Metra expected to receive from that 2009 program.

Adding to the pressure on our capital program, Congress has mandated that Metra install PTC, a safety system that will ultimately cost about \$400 million. Although Metra received two federal PTC grants totaling about \$45 million, it has to pay for the rest out of regular, already inadequate, capital sources. To date, Metra has spent more than \$222 million on PTC. All of the fare increases Metra has imposed since 2013 don't add up to \$222 million. Cumulatively, the 2015, 2016, 2017 and 2018 fare increases total \$177.4 million.

The demands of PTC, the Metra Electric car purchase, which replaced 40-year-old railcars, and the \$264 million reduction in state aid have severely limited the availability of capital funding for other purposes.

## **MODERNIZATION PLAN**

To address its capital funding challenge, Metra unveiled a 10-year, \$2.4 billion plan in late 2014 to modernize its locomotives and railcars and install PTC. Metra proposed to fund the plan with \$700 million in expected state and federal funding and \$400 million in borrowing to be repaid through higher fares, plus another \$1.3 billion that we hoped to secure – most likely from a new state bond program. However, the needed additional funding never materialized, and the state actually cut some of the expected funding. The plan included projections for fare increases that would be needed over the next 10 years for financing and for the regular growth in operating expenses; but most of the fare increases approved since then have gone toward capital needs and PTC. (The notable exception was in 2018, when fares were raised to address cuts in operating subsidies and rising operating costs.)

The problems with state funding postponed Metra’s financing plans, and with the exception of the first year, 2015, Metra has not raised fares for financing. (A portion of the 2015 increase was designated for financing, and that portion of fare revenue cumulatively set aside for financing since then now totals \$15.6 million. The Board has approved allocating that money towards the purchase of locomotives.)

Metra still is working to modernize its rolling stock and pay for PTC. However, because the state has not passed a new infrastructure program, our efforts have been slowed. PTC installation remains on track for full implementation in 2020, and the railcar and locomotive rehab programs have continued. However, it has not yet purchased any new cars and locomotives, and the purchases that are coming soon will be smaller than originally anticipated unless new funding comes through.

## **CONCLUSION**

Despite the good news for customers about fares, the capital funding problem is not solved and is not going away. Metra plans to spend the year educating riders, the public and lawmakers about its need for sustained capital funding and detailing the consequences of falling short.

Of course, we will also highlight the benefits of more funding, not only for Metra customers but for the Chicago region, which needs a strong and vital Metra to reduce pollution, ease congestion and generate and facilitate economic activity. With more money, Metra could:

- Replace its old cars and locomotives, reducing operating costs and pollution and improving reliability and the customer experience.
- Build or rebuild stations, improving communities throughout the region.
- Provide more express service.
- Repair or replace its century-old bridges.
- Add customer amenities.
- Add service to meet the region’s growing needs.

With more money for capital maintenance and improvements, Metra could provide the system and service our customers deserve.



# SYSTEM OVERVIEW

Metra is the largest commuter railroad in the nation based on miles of track and one of the largest based on ridership, providing about 290,000 rides each weekday. Metra's primary mission is to provide safe, reliable and efficient commuter rail service that enhances the economic and environmental health of the northeast Illinois region it serves.

The Metra service area encompasses a six-county region of more than 3,700 square miles. Metra operates 686 weekday trains on 11 rail lines that serve 242 stations. Metra owns and operates four rail lines (Rock Island, Metra Electric, Milwaukee District North and Milwaukee District West). Three Metra lines are operated by Metra employees over freight railroad-owned track through track rights or lease agreements (Heritage Corridor, North Central Service and SouthWest Service). Four additional Metra lines are operated directly by freight railroads through purchase-of-service agreements (BNSF, Union Pacific North, Union Pacific Northwest and Union Pacific West lines).

## ***METRA BY THE NUMBERS***

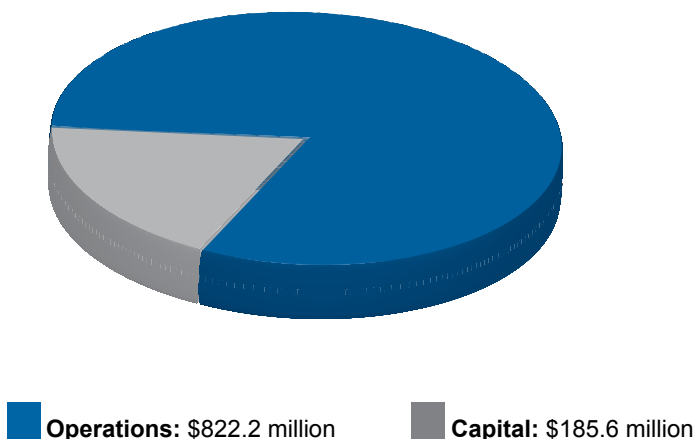
- **78.6 million passenger trips in 2017**
- **686 weekday trains**
- **260 Saturday trains**
- **173 Sunday trains**
- **242 stations**
- **1,155 miles of track**
- **488 route miles**
- **149 locomotives**
- **855 diesel passenger railcars**
- **186 electric propelled passenger railcars**
- **847 bridges**
- **566 grade crossings**
- **24 rail yards**
- **91,000 parking spaces**
- **12 electrical substations**
- **3 electrical tie stations**
- **12 fuel facilities**

# FUNDING OVERVIEW

Metra provides a vital transportation link for 290,000 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. For 2019, Metra’s total budget for operations and capital is \$1.008 billion, up from \$994 million in 2018. As shown in **Exhibit 1** below, this total includes \$822.2 million for operations and \$185.6 million for capital. Capital funding is provided through a variety of federal programs and state and local funding sources, including bond programs and a small amount of fare revenue. **Exhibit 2** shows all sources of funds.

Exhibit 1  
**2019 FUNDING DISTRIBUTION**  
 TOTAL \$1.008 BILLION



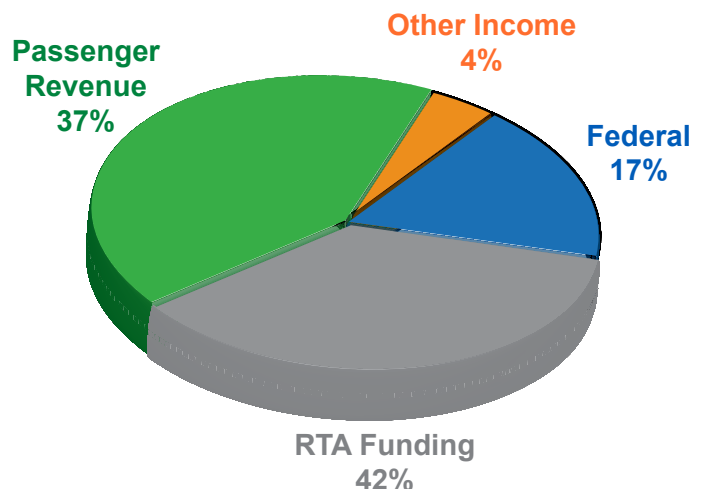
## OPERATIONS FUNDING

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 52.5 percent in 2019. Metra’s 2019 budget achieves a recovery ratio of 53.1 percent. Metra is committed to a balanced operating budget without using federal capital dollars to fund operating activities. Metra’s Board agreed not to raise passenger fares for the 2019 budget. Inflationary and other cost increases will be offset through (1) efficiencies (2) added sales tax revenues and (3) reducing the capital contribution from operating revenue.

## CAPITAL FUNDING

Federal State of Good Repair and Formula funds, fare revenue set aside for capital uses (which Metra refers to as Farebox Capital) and RTA funds are the principal sources of funds for Metra’s 2019 Capital Program. A more detailed discussion of Metra’s 2019-2023 Capital Program begins on **page 21**. Tables and project descriptions for Metra’s 2019-2023 program are included in the appendix of this document (**pages 31-42**) and show funding projected to be available from current sources.

Exhibit 2  
**2019 SOURCES OF FUNDS**



# RIDERSHIP

Metra's core customers are morning commuters to Chicago's central business district (CBD). 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 the CBD and all communities along the commuter rail lines need Metra service to support a growing workforce.

Employment in the CBD was higher in 2017 with 19,450 more jobs than 2016, according to the Illinois Department of Employment Security. Overall, the CBD had 593,665 non-government jobs in 2017. The Loop and West Loop gained 5,630 jobs, the North Michigan/River North area gained 9,470 jobs and the Far West/South Loop gained 4,350. The percentage of regional jobs located in downtown has grown from a low of 14.5 percent in 2005 to 16.7 percent in 2017. This is highest percentage recorded since 1991 (16.5 percent) continuing a trend that began in 2011.

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

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

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

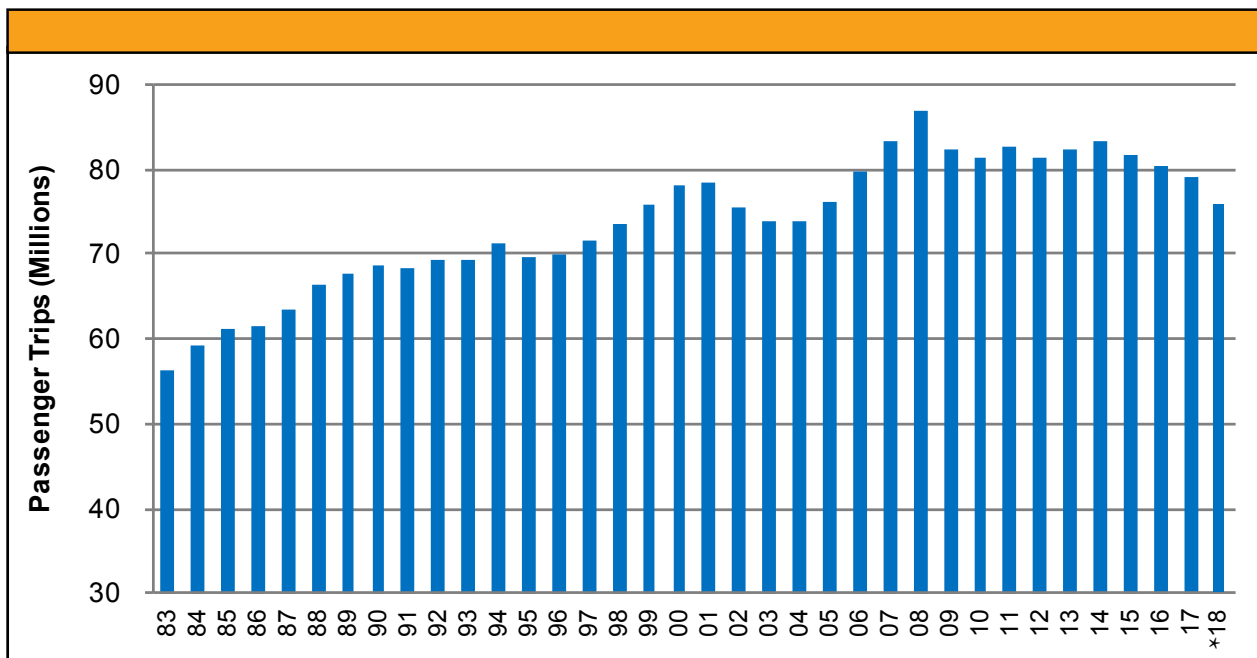
Metra is committed to growing ridership across all market segments by positioning its service as the preferred mode of travel in terms of reliability, efficiency and convenience. To deliver on this strategy, Metra needs to maintain its infrastructure to ensure reliable service and secure additional operating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

The 2019 budget forecasts ridership to decline slightly by 0.4 percent due to lagging effects of the previous fare increases, improvements in technology making it easier to work from home, to order a ride or park, and other external factors (see **Exhibit 16** on page 46).

**Exhibit 3** shows historic ridership trends. Metra's 2018 ridership through August is 3.5 percent lower than 2017 and 2.4 percent lower than the budgeted goal. At this time, we project final 2018 ridership will be 75.9 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 within a zone and increments are added to the base fare as additional fare zone boundaries are crossed.

Exhibit 4

## METRA TICKET TYPES

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

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

†To be introduced as a pilot program by early 2019; available only on the Ventra mobile ticketing app

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

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

## FARE POLICY PRINCIPLES

During the Fare Structure Study process, the Metra Board revised its principles for fare policy:

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

## FARE INITIATIVES

In May 2018, the Metra Board of Directors approved testing several recommendations that emerged from a Fare Structure Study in order to attract riders and simplify the fare structure. The first was to consolidate its outer zones, thereby capping fares for trips that exceed 45 miles. All stations in Zones K through M were merged into Zone J. Four Zone K stations (Kenosha, Antioch, McHenry and Woodstock) and one Zone M station (Harvard) joined five existing Zone J stations (Round Lake Beach, Lake Villa, Long Lake, Ingleside and Fox Lake) as one zone. (There are no Metra stations located in Zone L.)

The second test program reassigned some stations to different zones to adjust perceived inconsistencies between rail lines where nearby stations are in different zones. Station reassignments equalized fares for customers who board at Metra stations on different lines with similar distances to downtown, and may encourage more local use of these stations. On the Metra Electric Blue Island Branch, the Ashland, Racine, West Pullman, Stewart Ridge and State Street stations moved from Zone D to C. On the Metra Electric mainline, the 83rd Street and 87th Street stations moved from Zone C to B. On the Rock Island Beverly Branch, the 123rd Street Station moved from Zone D to C.

Both of these test pilot programs will be evaluated after a year to determine if they resulted in ridership gains and if the changes should remain in place.

Under a third test program, Metra will launch the new “Round Trip Plus” one-day pass for unlimited travel between any two zones. The Round Trip Plus will be priced at twice the price of a comparable One-Way Ticket and will only be available through the Ventra mobile ticketing app. The Round Trip Plus is expected to be introduced when a new Ventra App is unveiled by early 2019.

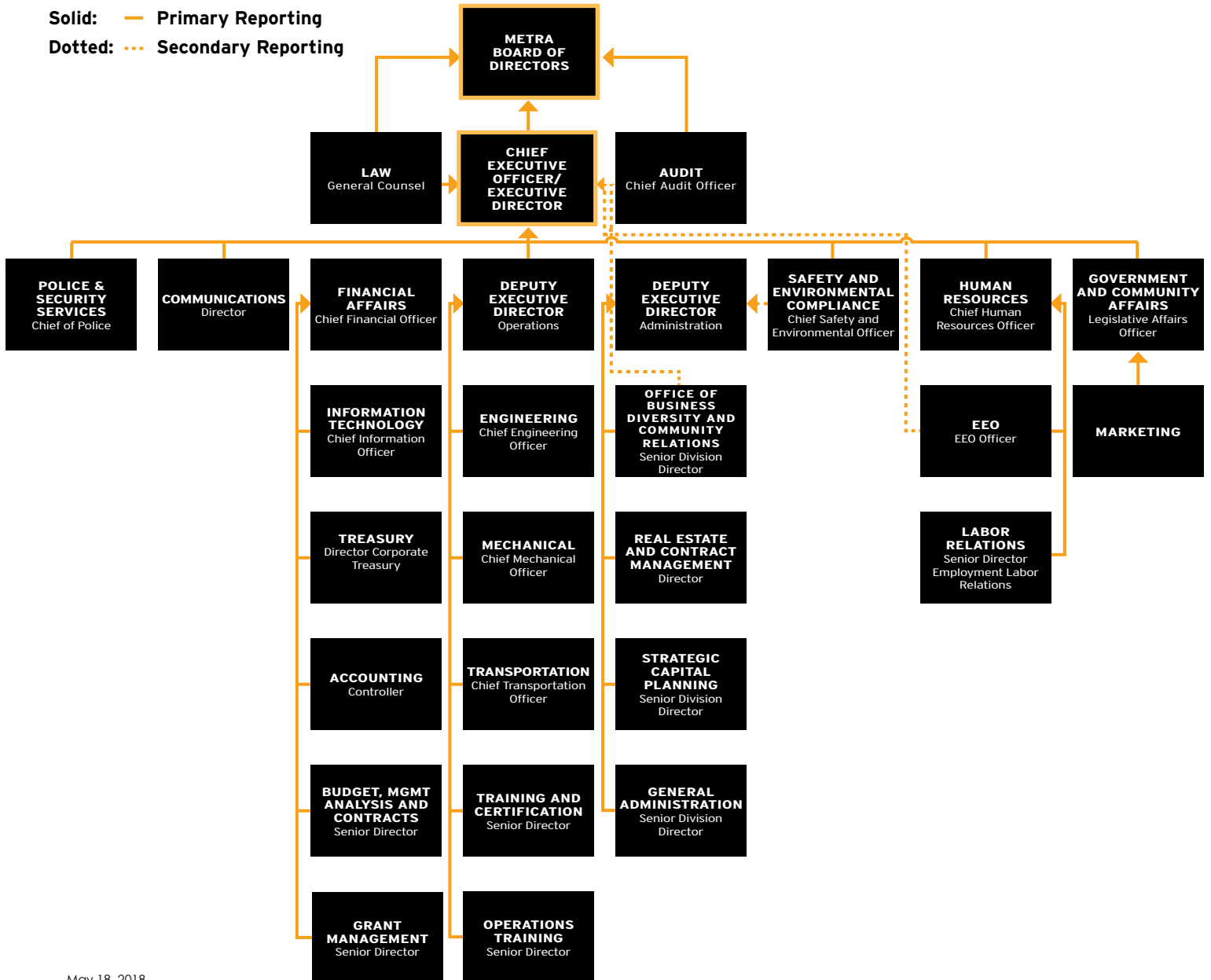
Apart from the test fare pilot programs introduced in July 2018, no fare changes are planned for 2019.

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

# ORGANIZATION

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

Exhibit 5  
**METRA ORGANIZATIONAL UNITS**



## OPERATIONS

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

## ENGINEERING

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

## MECHANICAL

Mechanical coordinates and oversees the repair, inspection, cleaning, rebuilding, replacing and maintenance of 1,180 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 the original equipment manufacturers. The department employs 650 people.

## TRANSPORTATION

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

## TRAINING AND CERTIFICATION

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

## OPERATIONS TRAINING

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

## ADMINISTRATION

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

## BUSINESS DIVERSITY AND COMMUNITY RELATIONS

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

## REAL ESTATE AND CONTRACT MANAGEMENT

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

## STRATEGIC CAPITAL PLANNING

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

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

## GENERAL ADMINISTRATION

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

## FINANCIAL AFFAIRS

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

## INFORMATION TECHNOLOGY

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

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

## TREASURY

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

## ACCOUNTING

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

## BUDGET, MANAGEMENT ANALYSIS, CONTRACTS

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

## GRANT MANAGEMENT

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

## COMMUNICATIONS

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



## POLICE AND SECURITY SERVICES

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

## SAFETY AND ENVIRONMENTAL COMPLIANCE

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

## HUMAN RESOURCES

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

## EEO

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

## LABOR RELATIONS

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

## GOVERNMENT AFFAIRS

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

## MARKETING

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

## LAW

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

## AUDIT

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

## OVERSIGHT

### ILLINOIS INSPECTOR GENERAL

Effective July 1, 2011, the State Officials and Employees Ethics Act (5 ILCS 43/1-1, et seq.) as amended, applies to Metra's Board members and employees. This amendment designated the Office of Executive Inspector General for the Agencies of the Illinois Governor (the OEIG) to serve as executive inspector general for Metra and the other regional transit boards (RTA, CTA and Pace).

Complaints regarding misconduct, fraud or abuse by Metra employees and its Board of Directors can be directed to the OEIG, which can be contacted through its website, [inspectorgeneral.illinois.gov](http://inspectorgeneral.illinois.gov), its toll-free hotline (866-814-1113), TTY (888-261-2734), fax (312-814-5479) or mail OEIG, ATTN: Complaint Division, 32 W. Randolph St., Suite 1900, Chicago, IL 60601.

### CITIZENS ADVISORY BOARD

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

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

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

### ADA

In compliance with the requirements of the Americans with Disabilities Act, the majority of stations on Metra's 11 lines are fully accessible to customers with disabilities. Metra has modified railcars and made accessible most of its busiest stations to accommodate individuals with hearing, vision and mobility disabilities. Metra currently has 184 fully accessible stations and 13 partially accessible stations throughout the six-county region. These represent our busiest stations used by more than 93 percent of our customer base. As a service to our customers who are disabled, Metra offers a large print system map, a braille rider and station guide and a video to acquaint customers who are disabled with the rail system.



## STRATEGIC PLAN UPDATE



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

### PRIORITIZE SAFETY AND SECURITY AWARENESS

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

#### Related initiatives:

- Metra continues work towards full implementation of the federally mandated PTC safety system, the biggest safety initiative the railroad industry has ever undertaken. PTC is a GPS-based safety technology that slows or stops a train to enforce track speeds, prevent unauthorized entry into work zones, prevent train-to-train collisions, prevent over speed derailments or prevent a train from moving through a switch that isn't properly aligned. In June 2018, BNSF began PTC on its line and implemented a revised schedule to accommodate it. UP expects to have PTC operational on its three lines by the end of 2018. Metra also expects to have PTC in revenue service demonstration on its Rock Island and SouthWest Service lines by the end of 2018. The remaining Metra-operated lines will implement PTC in 2019 and 2020.
- Metra conducted Operation Lifesaver Safety Blitzes at 54 train stations across the six-county region in 2018 as part of ongoing efforts to raise awareness of the importance of safe behavior around trains and tracks.
- Metra joined with the Illinois Association of Chiefs of Police to sponsor multiple education and enforcement events during Illinois Rail Safety Week.
- Metra will continue its Safety Poster and Essay Contest in 2019. In its 13th year, the contest is a key part of our outreach to school-age children to educate them about safe behaviors near trains and railroad tracks.
- Through Sept. 24, 2018, Metra has conducted 116 Operation Lifesaver rail safety presentations at schools across the region and plans a similar number of presentations in 2019.
- The Police Department expanded responsibilities to the lines operated by Union Pacific and expanded patrol staff to handle the additional workload.
- 2018 FRA reportable injuries have decreased. As of Sept. 19, 2018, Metra's year-to-date injury ratio, based on the number of railroad worker on duty injuries and illnesses per 200,000 employee hours annually, is 1.76 vs. 2.38 for the same period in 2017, a decrease of 26 percent.

## INVEST IN OUR WORKFORCE

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



### Related initiatives:

- A railroad and its employees are subject to multiple federal regulations governing operations, maintenance and safety. To meet these requirements requires a constant cycle of training and continuing education for Metra employees.
- There are three departments within Metra whose primary focus is training;
  - Training and Certification, which focuses on conductors and locomotive engineers;
  - Operations Training, which focuses on Mechanical and Engineering employees; and
  - Workforce Education, which focuses on administrative and management employees.
  - In addition, the Safety, EEO and Rules departments also have training responsibilities and facilitate multiple courses.
- From Sept. 21, 2017 through Sept. 21, 2018 there were more than 10,000 participants in Metra facilitated training programs. (The total number of Metra employees is 2,963, meaning that most employees completed two or more trainings in a 12-month period.)
- The 2018 employee engagement survey looked to gain insight from Metra employees about the agency's perceived strengths and weaknesses. (The participation rate exceeded 70 percent). Senior leadership is currently using the data to develop plans and programs for implementation over the next 36 months to address employee concerns expressed through the survey.
- Metra remains committed to recruiting and retaining a diverse workforce, with nearly 70 percent of the agency's hires in 2018 identifying as minority or mixed race.

## DELIVER QUALITY CUSTOMER SERVICE

Providing the safest, most efficient and most reliable service to our customers has long been Metra's goal. With an average on-time performance of 95 percent or higher and a consistent track record of achieving this mark, Metra's customers have high expectations of our service.

Related initiatives:

- Launch of upgraded/redesigned Ventra App in early 2019.
- Station renovation projects were underway at 30 of Metra's 242 stations in 2018. These projects included multiple platform and warming shelter replacements and painting and general repairs, but also included major station renovation projects at Cary, Hazel Crest, Healy, Libertyville, Prairie Crossing and Cumberland.
- Metra uses IssueTrak in order to ensure that customers' comments are formally and centrally tracked, assessed, and responded to, when needed, in a timely manner. Through the third quarter of 2018, Metra achieved a response rate of 91.4 percent, with more than 14,400 emails received.
- Metra uses Twitter, Facebook, Instagram, YouTube and LinkedIn to communicate and engage with its customers. The types of engagements range from line-specific service alerts to promotional materials about Metra, its employees and initiatives. Metra currently has more than 75,000 followers across all social media platforms. Across all platforms from Sept. 20, 2017 through Sept. 20, 2018, Metra logged 377,574 engagements with social media users.



## OPTIMIZE OUR CAPITAL ASSETS

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

These initiatives are underway that will help Metra maximize the use of its existing capital resources:

- A Station Optimization Study will examine how to optimize Metra stations to increase their productivity and increase ridership. Metra will use the information and recommendations presented in the study to use the agency's resources more efficiently while addressing community mobility needs.
- A Transit Asset Management Plan and coordinating asset management activities to comply with Federal Transit Administration requirements. Detailed information about our assets will facilitate better investment decisions. The plan has been completed and has been submitted to meet the FTA's Oct. 1, 2018 deadline.

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

- Installation of the federally mandated Positive Train Control safety system, which is expected to cost up to \$400 million to install and about \$15 million to \$20 million a year to operate.
- Renovation and expansion of the mechanical shops that house Metra's railcar and locomotive rehabilitation programs is underway. Metra estimates that when the project is complete, the number of railcars rehabbed each year in this facility will increase by 40 percent, from 35 to 60.
- Procurement of new rolling stock to begin replacing the oldest commuter rail fleet in the nation.
  - In July 2018 Metra announced plans to reissue a request for proposals (RFP) for new railcars and opening the RFP to alternative car designs. Metra had issued an RFP for at least 75 new bi-level railcars in April 2017, but received only one response. Metra hopes this approach will encourage more competition in the procurement process.
  - In January 2018, Metra issued a request for proposals (RFP) for up to 42 new or remanufactured locomotives, to start replacing its aging fleet. Following the evaluation of proposals, Metra expects to award this contract in the first quarter of 2019. In the meantime, Metra has purchased 21 used F59PHI locomotives from Amtrak. Metra expects to take possession of these locomotives in the fourth quarter of 2018, allowing the agency to quickly supplement its aging fleet. Both purchases are expected to increase reliability, reduce pollution and achieve fuel savings over Metra's older engines, some of which are 35 years old.
  - Work is ongoing for replacement of bridges over 11 streets along the Union Pacific North Line in the city of Chicago. A second project is also underway along the UP North to replace a bridge over the north branch of the Chicago River. On the Milwaukee District West Line, work has begun to replace a single-track bridge in Elgin, which dates from 1881, with a modern double-track bridge.
- Construction on a project to add a third main track on a 1.8-mile section of track from Maywood to Melrose Park on the Union Pacific West Line is underway and scheduled for completion in 2019. A second project to add a third mainline on a 6.1-mile segment of the line from West Chicago to Geneva will go out to bid in early 2019 with construction expected to start in the second quarter.

## ENSURE FINANCIAL STABILITY

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

Related initiatives:

- In 2016, Metra, with the assistance of the California-based Four Nines Technologies, began a study to examine the existing fare structure and identify opportunities to attract riders and simplify the fare structure. As result of the study, Metra began two yearlong test programs in July 2018. The first consolidated its outer zones (K through M) into Zone J, thereby capping fares for trips that exceed 45 miles. The second test program reassigned six stations to new zones to adjust perceived inconsistencies between nearby stations on different lines that are similar distances to downtown. Both pilot programs will be evaluated after a year to determine whether there were ridership gains and if they should be made permanent. Metra also plans a pilot program to introduce a one-day pass for unlimited travel between any two zones. The pass will be available through the Ventra App only and is expected to be introduced when a new Ventra App is unveiled by early 2019.
- Metra regularly pursues grant opportunities to provide funding for capital needs. Since 2017, Metra has been awarded \$98.6 million in discretionary grants through various local, state and national programs, including a recent FRA award of \$23 million to support Positive Train Control. In addition, in June 2018, the U.S. Department of Transportation (USDOT) awarded a \$132 million INFRA grant for the construction of a set of projects that will help relieve rail congestion in the 75th Street Corridor in Chicago, used by 30 Metra SouthWest Service trains, 90 freight trains, and two Amtrak trains each weekday. The federal grant will be matched with \$342 million from the Chicago Region Environmental and Transportation Efficiency (CREATE) Program, a first-of-its-kind partnership between Metra, USDOT, Illinois, Chicago, Amtrak, and the nation's freight railroads. The CREATE Program consists of 70 projects designed to reduce and remove passenger and freight train congestion in the Chicago area; as of June 2018, 29 projects have been completed and five are under construction.
- Metra continually reviews its practices for cost efficiencies. All open positions at the agency are reviewed before being filled and as a result some areas have seen staff reductions. In 2018, Metra reorganized the way track maintenance crews are deployed and achieved considerable cost savings through more efficient work practices. We have also engaged an industrial engineering firm to study our engineering practices with the goal of identifying process efficiencies. However, while technology has enabled the reduction of some positions, new technologies such as PTC have resulted in additional costs and staffing.
- Technological improvements have led to efficiencies in cost as well as employee time. These include deployment of the employee self-service portal for payroll; conversion of the internal check request process from paper to electronic; and conversion of paper operational manuals from paper to electronic delivery. Efficiencies have also been implemented through elimination of cash vending machines and elimination of the Ticket-by-Internet program due to customer conversion to the Ventra App for ticket purchases.



## CAPITAL PROGRAM

Metra's 2019 Capital Program is funded through \$173.6 million in Federal Formula/State of Good Repair funds. Other funding sources that supplement Metra's capital program include \$5 million in ICE funds. The plan also calls for \$7 million of Metra's fare revenue to be allocated to the capital program. Metra's 2019-2023 capital program tables and project descriptions are included in the appendix of this document. (pages 31-42)

Metra must submit to the RTA a balanced one- and five-year capital program. As part of the 2019 program, 45 percent of the capital funding will be allocated to major capital projects, including:

- Locomotive and car rehabilitation \$20.1 million
- New railcars and locomotives \$10.7 million
- Bridges \$26 million
- 47th/49th Street Yard Rehabilitation \$10 million
- PTC \$16 million

### ROLLING STOCK

Metra's fleet consists of 149 locomotives and 855 diesel railcars as well as electric-propelled Highliner cars used on the Metra Electric Line. In August 2016, Metra received the final two cars of its 160-car order for the Metra Electric Line, completing a 2010 purchase to outfit the line with a completely new and modern fleet.

Rehabilitation and replacement programs allow for our rolling stock to be modernized with better seating, lighting, climate control, bathroom facilities and electrical outlets for customers to charge their electronic items. These programs 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 comfortable and reliable service for our customers. At a bare minimum, Metra should be allocating at least \$150 million annually towards rehabilitation and replacement of locomotives and railcars.

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, \$95.6 million was allocated for rolling stock. In 2017, with the addition of state of Illinois bond funds, a total of \$169.8 million was allocated for rolling stock, including car and locomotive rehabilitation programs, and car and locomotive purchases. Metra's 2019-2023 five-year core capital program calls for \$577.7 million for rolling stock investment.

### TRACK AND 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 railcars and locomotives would increase. 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 four-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, replace 111,000 ties and replace 105 grade crossings annually. Track and structure projects highlighted in the 2019-2023 capital program include more than \$255.6 million for this asset category.



## SIGNAL, ELECTRICAL AND COMMUNICATIONS

Signal, electrical and communications systems are vital to safe railroad operation. The Metra system has 566 highway grade crossings. The 2019-2023 program also includes \$116.7 million for signal, electrical and communication. In 2019 alone, Metra will invest \$31.8 million, including \$16 million for PTC.

## FACILITIES AND 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. In 2017, Metra allocated \$20 million to begin upgrading the 49th Street Shop on the Rock Island Line to enable additional railcar rehabilitation. 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. Metra's 2019 Budget allocates another \$10 million to the 47th/49th Street shop project. The 2019-2023 five-year core program includes \$89.3 million for support facilities and equipment.

## STATIONS AND PARKING

Station and parking improvements are some of the most visible capital improvements to our customers. To maintain a state of good repair, Metra estimates that we would need to rehabilitate or replace five stations and 20 platforms annually. The 2019-2023 five-year core program allocates \$49.1 million for station and parking improvements.

## ICE-FUNDED PROJECTS

As part of our 2019 capital program, Metra has identified the projects slated to be funded through the RTA's Innovation, Coordination and Enhancement (ICE) Program. The program provides funding assistance to enhance the coordination and integration of public transportation and to develop and implement innovations to improve the quality and delivery of public transportation. For Metra in 2019, the only funded project is the Train Tracking and Passenger Counting System project.

### 2019-Funded Projects

- Train Tracking and Passenger Counting System - \$5 million



## 2019 BUDGET OVERVIEW

Metra's 2019 operating budget and 2020-2021 financial plan meet the RTA's revenue recovery ratio and balanced budget requirements. The RTA projects operating funding available in 2019 to be 2.8 percent higher than 2018. 2020 is projected to be 1.3 percent higher than 2019. 2021 is projected to be 2.0 percent higher than 2020.

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 27-30.

For the period 2019 through 2021, expenses are estimated to increase in accordance with the terms of current contracts and agreements or with projections of market indices, as applicable. Staff will continue to examine all aspects of Metra operations, including those of the contract carriers, for cost efficiencies. All parties are expected to cut or contain costs wherever possible.



## PASSENGER REVENUE

Passenger revenue for 2019 is expected to be lower than the 2018 budget by \$3.7 million or 1.0 percent. This decrease reflects a \$3.7 million provision for loss in ridership due to increased telecommuting and other external factors, while fares will remain constant.

## REDUCED FARE REIMBURSEMENT

Reduced Fare Reimbursement is budgeted to be \$3.1 million for 2019, the same as the 2018 budget.

## LEASES AND OTHER CONTRACTS

The 2019 budget for leases and other contracts has been increased by \$4.3 million or 12.8 percent versus 2018, reflecting anticipated increases in billable items, primarily updated and new leases, and track and crossing project work on behalf of the state.

## TOTAL OPERATING EXPENSES

The 2019 operating budget projects an increase of \$25.0 million or 3.1 percent compared to the 2018 budget. Train service levels are largely unchanged; the budget expense increase represents projected price increases in labor, benefits, fuel, rents, materials and other costs associated with operating the service and meeting the maintenance and inspection requirements related to the equipment and infrastructure.

## OPERATIONS AND MAINTENANCE

The 2019 budget for operations and maintenance, which represents about 77 percent of Metra's operating costs, is projected to increase by \$11.3 million or 1.8 percent over 2018. This category is made up of transportation, engineering and mechanical functions. The transportation category includes the operation of 686 weekday trains across the system and supporting our customers with ticket and station services, the Chicago Union Station, Ogilvie Transportation Center and LaSalle Street downtown stations as well as the Metra police. Transportation costs are projected to increase by \$2.8 million or 1 percent over 2018. The engineering category includes activities related to the inspection, repair and maintenance of 242 stations, 1,155 miles of track, 847 bridges, 2,000 signals and other infrastructure. Engineering costs are projected to increase by \$3.1 million or 2 percent over 2018. The increase beyond normal inflationary adjustments is primarily from higher anticipated operating costs related to Positive Train Control (PTC). The mechanical category includes activities related to the inspection, repair and maintenance of 1,200 pieces of equipment used in commuter service, consisting of locomotives, railcars and the fleet of electric cars used to operate the Metra Electric service. Mechanical costs are projected to increase by \$5.4 million or 2.9 percent over 2018.

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 a large burden related to the shortfall in capital funding. This capital shortfall means that meeting the daily demands of having enough equipment and a safe infrastructure to operate at current service levels is becoming more expensive each year.

Metra's operations and maintenance budget for 2020 is projected to grow by 2.9 percent over the 2019 budget and for 2021 to grow by 3.3 percent over the 2020 plan.

## ADMINISTRATION

The 2019 budget for administration, which represents about 13 percent of Metra's operating costs, is projected to decrease by \$1.2 million or 1.1 percent compared to 2018. For the plan years of 2020 and 2021, administration costs are projected to grow by 2.7 percent in 2020 over the 2019 budget and by 3.2 percent in 2021 over the 2020 plan.



## DIESEL FUEL

Diesel fuel for 2019 is budgeted at \$62.5 million, representing a \$12.7 million increase from the 2018 budget. For 2020 and 2021, Metra's projected expense for diesel fuel is \$64.5 million and \$66.5 million, respectively.

## METRA ELECTRIC LINE ELECTRICITY

Metra Electric Line electricity for 2019 is budgeted at \$5.5 million, which is \$0.6 million or 12.2 percent higher than the 2018 budget. Metra is projecting increases for 2020 and 2021 at 3.6 percent and 3.5 percent, respectively.

## CLAIMS AND INSURANCE

Claims and insurance for 2019 is budgeted at \$15.6 million, which is a \$1.6 million or 11.4 percent increase from the 2018 budget. For 2020 and 2021, expenses in this category are projected to remain at the 2019 level.

## SUMMARY

**Exhibit 8** on page 28 presents Metra's 2019 budget, while **Exhibit 9** on page 29 summarizes Metra's 2019 budget and its 2020-2021 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 2019 projected cash flow summary is included in the Appendix on page 30 as **Exhibit 10**.

# APPENDIX

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55	County Board Presentations
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56	Citizens Advisory Board

## Exhibit 6

**METRA OPERATING BUDGET COMPARISONS 2018 BUDGET AND 2019 BUDGET**

(\$ in millions)

	2018 Budget	2019 Budget	Growth Amt.	%
<b>Revenues</b>				
Passenger Revenue	\$374.7	\$371.0	(\$3.7)	-1.0%
Reduced Fare Subsidy	3.1	3.1	0.0	0.0%
Other Income (Leases, etc.)	33.3	37.6	4.3	12.8%
<b>Total Revenues</b>	<b>\$411.1</b>	<b>\$411.7</b>	<b>\$0.6</b>	<b>0.1%</b>
<b>Operating Expenses</b>				
Transportation	281.0	283.8	2.8	1.0%
Maintenance of Way	154.2	157.3	3.1	2.0%
Maintenance of Equipment	185.0	190.4	5.4	2.9%
<b>Subtotal - Operations</b>	<b>620.2</b>	<b>631.5</b>	<b>11.3</b>	<b>1.8%</b>
Administration	108.3	107.1	(1.2)	-1.1%
Diesel Fuel	49.8	62.5	12.7	25.5%
Metra Electric District Electricity	4.9	5.5	0.6	12.2%
Claims & Insurance	14.0	15.6	1.6	11.4%
<b>Total Operating Expenses</b>	<b>\$797.2</b>	<b>\$822.2</b>	<b>\$25.0</b>	<b>3.1%</b>
<b>Total Funded Deficit</b>	<b>\$386.1</b>	<b>\$410.5</b>	<b>\$24.5</b>	<b>6.3%</b>
Metra Sales Taxes	404.9	416.0	11.1	2.8%
Add: ICE Funding for Operations	0.0	0.0	0.0	0.0%
Add: Security Grant	1.5	1.5	0.0	0.0%
Total Funds for Operating	406.4	417.5	11.1	2.7%
Capital Fare Funding	(20.3)	(7.0)	13.3	-65.5%
<b>Total Funds Available for Operating</b>	<b>\$386.1</b>	<b>\$410.5</b>	<b>\$24.4</b>	<b>6.3%</b>
Excess / (Shortfall) of Funds	0.0	0.0	0.0	
Recovery Ratio	54.7%	53.1%		
Recovery Ratio Additions	\$2.1	\$2.1		
Recovery Ratio Exclusions	\$42.0	\$43.0		

## Exhibit 7

**CALCULATION OF 2019 - 2021 FAREBOX RECOVERY RATIOS**

(\$ in millions)

Year	2019	2020	2021
System Generated Revenues	\$411.7	\$442.9	\$461.8
Additions to Recovery Ratio Revenues	2.1	2.1	2.1
Farebox Recovery Ratio Revenue	413.8	445.0	463.9
<b>Total Operating Expenses</b>	<b>\$822.2</b>	<b>\$845.9</b>	<b>\$873.1</b>
Exclusions from Recovery Ratio Expenses	43.0	44.0	45.0
<b>Farebox Recovery Ratio Expenses</b>	<b>\$779.2</b>	<b>\$801.9</b>	<b>\$828.1</b>
<b>Revenue Recovery Ratio</b>	<b>53.1%</b>	<b>55.5%</b>	<b>56.0%</b>

Exhibit 8

**2019 BUDGET BY CARRIER AND TYPE OF EXPENSE**

(\$ in millions)

	<b>NIRCRC</b>	<b>Union Pacific</b>	<b>BNSF Railway</b>	<b>Total Metra</b>
<b>Revenues</b>				
Passenger Revenue	\$159.7	\$132.4	\$78.9	\$371.0
Reduced Fare Subsidy	3.1	0.0	0.0	3.1
Other Income (Leases, etc.)	37.6	0.0	0.0	37.6
<b>Total Revenues</b>	<b>\$200.4</b>	<b>\$132.4</b>	<b>\$78.9</b>	<b>\$411.7</b>
<b>Operating Expenses</b>				
Transportation	159.3	84.3	40.2	283.8
Maintenance of Way	94.8	54.5	8.0	157.3
Maintenance of Equipment	99.7	60.6	30.1	190.4
<b>Subtotal - Operations</b>	<b>\$353.8</b>	<b>\$199.4</b>	<b>\$78.3</b>	<b>\$631.5</b>
Administration	99.9	7.2	0.0	107.1
Diesel Fuel	24.9	27.0	10.6	62.5
Metra Electric District Electricity	5.5	0.0	0.0	5.5
Claims & Insurance	15.6	0.0	0.0	15.6
<b>Total Operating Expenses</b>	<b>\$499.7</b>	<b>\$233.6</b>	<b>\$88.9</b>	<b>\$822.2</b>
<b>Total Funded Deficit</b>	<b>\$299.3</b>	<b>\$101.2</b>	<b>\$10.0</b>	<b>\$410.5</b>
Metra Sales Taxes				416.0
Add: ICE Funding for Operations				0.0
Add: Security Grant				1.5
Less: Capital Fare Funding				(7.0)
<b>Total Funds Available for Operating</b>				<b>\$410.5</b>
Excess / (Shortfall) of Funds				0.0
Revenue Recovery Ratio				53.1%
Recovery Ratio Additions				2.1
Recovery Ratio Exclusions				43.0

## Exhibit 9

**2019 BUDGET SUMMARY AND 2020-2021 FINANCIAL PLAN**

(\$ in millions)

	2019 Budget	Growth	2020 Plan	Growth	2021 Plan
<b>Revenues:</b>					
Passenger Revenue	\$371.0	8.4%	\$402.0	4.7%	\$421.0
Reduced Fare Subsidy	3.1	-22.6%	2.4	-33.3%	1.6
Other Income (Leases, etc.)	37.6	2.4%	38.5	1.8%	39.2
<b>Total Revenues</b>	<b>\$411.7</b>	<b>7.6%</b>	<b>\$442.9</b>	<b>4.3%</b>	<b>\$461.8</b>
<b>Operating Expenses</b>					
Transportation	283.8	2.9%	292.1	3.3%	301.6
Maintenance of Way	157.3	3.0%	162.0	3.4%	167.5
Maintenance of Equipment	190.4	2.9%	196.0	3.3%	202.5
<b>Subtotal - Operations</b>	<b>\$631.5</b>	<b>2.9%</b>	<b>\$650.1</b>	<b>3.3%</b>	<b>\$671.6</b>
Administration	107.1	2.7%	110.0	3.2%	113.5
Diesel Fuel	62.5	3.2%	64.5	3.1%	66.5
Metra Electric District Electricity	5.5	3.6%	5.7	3.5%	5.9
Claims & Insurance	15.6	0.0%	15.6	0.0%	15.6
<b>Total Operating Expenses</b>	<b>\$822.2</b>	<b>2.9%</b>	<b>\$845.9</b>	<b>3.2%</b>	<b>\$873.1</b>
<b>Total Funded Deficit</b>	<b>\$410.5</b>	<b>-1.8%</b>	<b>\$403.0</b>	<b>2.1%</b>	<b>\$411.3</b>
Metra Sales Taxes	416.0	1.3%	421.5	2.0%	429.8
Add: ICE Funding for Operations	0.0		0.0		0.0
Add: Security Grant	1.5		1.5		1.5
Funds Available for Operating	\$417.5	1.3%	\$423.0	2.0%	\$431.3
Capital Fare Funding	(7.0)	185.7%	(20.0)	0.0%	(20.0)
<b>Total Funds Available for Operating</b>	<b>\$410.5</b>	<b>-1.8%</b>	<b>\$403.0</b>	<b>2.1%</b>	<b>\$411.3</b>
Excess / (Shortfall) of Funds	0.0		0.0		0.0
Recovery Ratio	53.1%		55.5%		56.0%
Recovery Ratio Additions	\$2.1		\$2.1		\$2.1
Recovery Ratio Exclusions	\$43.0		\$44.0		\$45.0



Exhibit 10

**METRA 2019 PROJECTED CASH FLOW SUMMARY**

(\$ in millions)

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Beginning Balance	\$300.0	\$300.7	\$304.8	\$315.0	\$308.2	\$298.8	\$300.3	\$298.5	\$299.5	\$301.6	\$297.6	\$296.9	
Operating Revenue	32.3	31.0	32.4	32.5	33.8	35.4	37.2	35.8	33.7	34.0	33.1	33.6	404.8
Capital Farebox Revenue	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.5	7.0
<b>Total Operating Revenue</b>	<b>32.8</b>	<b>31.6</b>	<b>33.0</b>	<b>33.1</b>	<b>34.4</b>	<b>36.0</b>	<b>37.8</b>	<b>36.4</b>	<b>34.3</b>	<b>34.6</b>	<b>33.7</b>	<b>34.1</b>	<b>411.8</b>
RTA Sales Tax Month Paid	38.7	38.8	45.1	29.2	27.1	31.8	31.3	34.0	35.7	32.3	33.4	33.8	411.2
ICE (Per RTA Schedule)	0.4	0.4	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	5.0
RTA Sales Tax / State PTF	39.1	39.2	45.6	29.5	27.4	32.2	31.7	34.4	36.2	32.7	33.9	34.2	416.2
Security Grants	0.1	0.1	0.1	0.4	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	1.5
Capital Grants													
FTA	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.1	173.6
RTA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CMAP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Subtotal</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	<b>14.1</b>	<b>173.6</b>
<b>Total Cash Receipts</b>	<b>86.5</b>	<b>85.4</b>	<b>93.2</b>	<b>77.5</b>	<b>76.4</b>	<b>82.8</b>	<b>84.1</b>	<b>85.4</b>	<b>85.1</b>	<b>81.9</b>	<b>82.2</b>	<b>82.5</b>	<b>1,003.1</b>
<b>Operating Expenses</b>	<b>70.4</b>	<b>65.8</b>	<b>67.4</b>	<b>68.9</b>	<b>70.4</b>	<b>65.8</b>	<b>70.4</b>	<b>68.9</b>	<b>67.4</b>	<b>70.4</b>	<b>67.4</b>	<b>69.0</b>	<b>822.2</b>
<b>Total Operating Expenses</b>	<b>70.4</b>	<b>65.8</b>	<b>67.4</b>	<b>68.9</b>	<b>70.4</b>	<b>65.8</b>	<b>70.4</b>	<b>68.9</b>	<b>67.4</b>	<b>70.4</b>	<b>67.4</b>	<b>69.0</b>	<b>822.2</b>
Capital Projects													
FTA/RTA/IDOT	14.9	14.9	15.0	14.9	14.9	14.9	14.9	14.9	14.9	14.9	14.9	14.5	178.6
Metra	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.5	7.0
<b>Total Capital Projects</b>	<b>15.4</b>	<b>15.5</b>	<b>15.6</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.0</b>	<b>185.6</b>
<b>Total Cash Disbursements</b>	<b>85.8</b>	<b>81.3</b>	<b>83.0</b>	<b>84.4</b>	<b>85.9</b>	<b>81.3</b>	<b>85.9</b>	<b>84.4</b>	<b>82.9</b>	<b>85.9</b>	<b>82.9</b>	<b>84.0</b>	<b>1,007.8</b>
<b>Ending Balance</b>	<b>\$300.7</b>	<b>\$304.8</b>	<b>\$315.0</b>	<b>\$308.2</b>	<b>\$298.8</b>	<b>\$300.3</b>	<b>\$298.5</b>	<b>\$299.5</b>	<b>\$301.6</b>	<b>\$297.6</b>	<b>\$296.9</b>	<b>\$295.3</b>	

Exhibit 11

**PROPOSED CAPITAL PROGRAM 2019**

PE	Description	RR	Source	Amount
<b>Rolling Stock</b>				
5301	TRACTION MOTORS	MET	f	\$2,000,000
5302	LOCOMOTIVE AND CAR IMPROVEMENTS	MET	f	2,000,000
5303	WHEEL REPLACEMENT	MET	f	3,000,000
5109	LOCOMOTIVE PURCHASE	MET	f	8,000,000
5006	NEW GALLERY CARS PURCHASE	MET	f	2,700,000
5207	CAR REHAB (NIPPON SHARYO P-3)	MET	f	12,100,000
5204	LOCOMOTIVE REHABILITATION 100-149.215.216	MET	f	8,000,000
5010	CAR AND LOCOMOTIVE CAMERAS	MET	f	2,500,000
<b>Rolling Stock Subtotal</b>				<b>\$40,300,000</b>
<b>Track and Structure</b>				
5311	TIES, BALLAST, & SW HEATERS	BNS	f	\$2,500,000
5312	TIES AND BALLAST	MED	f	2,500,000
5313	TIES AND BALLAST (50/50)	MWD	f	2,500,000
5314	TIES AND BALLAST (50/50)	MWD	f	2,500,000
5316	TIES AND BALLAST	UPR	f	1,500,000
5321	UNDERCUTTING & SURFACING	MED	f	250,000
5322	UNDERCUTTING & SURFACING	MWD	f	500,000
5323	UNDERCUTTING & SURFACING	RID	f	400,000
5324	UNDERCUTTING & SURFACING	UPR	f	500,000
5325	RAIL REPLACEMENT	BNS	f	2,600,000
5326	RAIL REPLACEMENT	MED	f	250,000
5327	RAIL REPLACEMENT	MWD	f	500,000
5328	RAIL REPLACEMENT	RID	f	250,000
5329	RAIL REPLACEMENT	UPR	f	250,000
5330	CREATE - P2	SWS	mt	2,000,000
5320	NCS IMPROVEMENTS	NCS	mt	798,000
5331	CROSSINGS (ROAD & TRACK)	MED	f	1,000,000
5332	CROSSINGS (ROAD & TRACK - 50/50)	MWD	f	1,250,000
5333	CROSSINGS (ROAD & TRACK)	MWD	f	1,000,000
5334	CROSSINGS (ROAD & TRACK)	RID	f	1,000,000
5335	CROSSINGS (ROAD & TRACK)	UPR	f	500,000
5336	BRIDGES & RETAINING WALLS	BNS	f	2,500,000
5337	BRIDGES	MED	f	400,000
5338	BRIDGES	MWD	f	250,000
4840	NORTH LINE BRIDGES (PHASED)	UPR	f	6,000,000
5240	BRIDGE A-32	MWD	f	12,000,000
5340	ROOT/43rd STREET BRIDGE	RID	f	8,000,000
5344	CATENARY STRUCTURE REHABILITATION	MED	f	750,000
5347	RIGHT OF WAY FENCING	MED	f	33,000
5348	RIGHT OF WAY FENCING	MWD	f	34,000
5349	RIGHT OF WAY FENCING	RID	f	33,000
<b>Track &amp; Structure Subtotal</b>				<b>\$54,548,000</b>

PE	Description	RR	Source	Amount
<b>Signal, Electrical and Communications</b>				
4343	POSITIVE TRAIN CONTROL	MET	f	\$15,978,000
5149	LAKE STREET INTERLOCKER	UPR	f	2,300,000
5353	SIGNAL SYSTEM UPGRADES	MED	f	250,000
5355	SIGNAL SYSTEM UPGRADES	RID	f	100,000
4842	16th STREET INTERLOCKER	RID	f	200,000
5356	YARD IMPROVEMENTS - ELEC	BNS	f	900,000
5357	YARD IMPROVEMENTS - ELEC	MED	f	440,000
5358	YARD IMPROVEMENTS - ELEC	MWD	f	750,000
5359	YARD IMPROVEMENTS - ELEC	RID	f	1,320,000
5360	HVAC REPLACEMENTS	MWD	f	1,000,000
5257	RONDOUT INTERLOCKING RENEWAL	MWD	f	3,000,000
5361	MORGAN INTERLOCKING	MWD	f	600,000
5362	WESTERN INTERLOCKING	RID	f	500,000
4841	CUS SOUTH INTERLOCKERS	MET	f	2,000,000
5363	RECTIFIER REPLACEMENT	MED	f	500,000
5364	VIDEO SYS STORAGE	MET	f	2,000,000
<b>Signal, Electrical &amp; Communications Subtotal</b>				<b>\$31,838,000</b>
<b>Facilities and Equipment</b>				
5365	YARD IMPROVEMENTS	BNS	f	\$3,000,000
5366	YARD IMPROVEMENTS	MED	f	1,500,000
5367	YARD IMPROVEMENTS	MWD	f	1,000,000
5368	YARD IMPROVEMENTS	RID	f	500,000
4972	47th/49th STREET YARD FACILITY	RID	f	10,000,000
4757	MILLENIUM STATION EXITS	MED	f	1,300,000
5376	LASALLE FIRE PROTECTION	RID	f	520,000
5369	RIGHT OF WAY EQUIPMENT	MET	f	2,000,000
5371	EQUIPMENT & VEHIC MECH	MET	f	1,500,000
5373	POLICE VEHICLES	MET	f	500,000
5370	OFFICE EQUIPMENT	MET	f	275,000
5374	STORAGE EQUIPMENT	MET	f	600,000
5372	IT COMPONENTS & SERVICES	MET	f	850,000
5372	IT COMPONENTS & SERVICES	MET	mt	1,000,000
5375	547 BUILDING IMPROVEMENTS	MET	f	250,000
5171	GPS/TRAIN TRACKING	MET	f	2,722,223
5171	GPS/TRAIN TRACKING	MET	ri	5,041,958
<b>Facilities &amp; Equipment Subtotal</b>				<b>\$32,559,181</b>
<b>Stations and Parking</b>				
5380	ADA IMPROVEMENTS	MET	f	\$3,000,000
5381	SYSTEMWIDE STATION IMPROVEMENTS	MET	f	500,000
5382	STATION FAC IMPROVEMENTS	MED	f	1,500,000
5383	PARKING LOT IMPROVEMENTS	MET	f	500,000
4782	HUBBARD WOODS STATION	UPR	f	5,530,000
5384	ELMHURST STATION	UPR	mt	1,000,000
5385	NEW LENOX STATION	RID	mt	1,000,000
<b>Stations and Parking Subtotal</b>				<b>\$13,030,000</b>

PE	Description	RR	Source	Amount
<b>Support Activities</b>				
5390	INFRASTRUCTURE ENGINEERING	BNS	f	\$1,000,000
5391	INFRASTRUCTURE ENGINEERING	MED	f	1,000,000
5392	INFRASTRUCTURE ENGINEERING	MWD	f	2,000,000
5393	INFRASTRUCTURE ENGINEERING	RID	f	1,500,000
5394	INFRASTRUCTURE ENGINEERING	UPR	f	1,000,000
5395	INFRASTRUCTURE ENGINEERING	MET	f	2,000,000
5195	ENGINEERING ASSET MANAGEMENT	MET	f	750,000
5396	UNANTICIPATED CAPITAL	MET	mt	600,000
5397	LOCALLY FUNDED PROJECTS / MATCH	MET	mt	602,000
5398	PROJECT ADMINISTRATION	MET	f	1,000,000
5399	CONTINGENCIES	MET	f	900,441
5399	CONTINGENCIES	MET	f	1,000,000
<b>Support Activities Subtotal</b>				<b>\$13,352,441</b>
<b>Grand Totals For Uses</b>				<b>\$185,627,622</b>
Federal State of Good Repair (5337)			f3	90,405,782
Federal Formula (5307)			f9	83,179,882
<b>Subtotal Federal Formula</b>			<b>f</b>	<b>\$173,585,664</b>
CMAQ			fc	
RTA State of Good Repair Bonds			rb	
RTA Innovation, Coordination & Enhancement			ri	5,041,958
Metra Farebox Capital (Additional Requests)			mt	7,000,000
<b>TOTAL FUNDING PROGRAM</b>				<b>\$185,627,622</b>

Exhibit 12

**METRA CAPITAL PROGRAM SOURCES 2019 - 2023**

(\$ in millions)

Funding Source	2019	2020-2023	Total
<b>Federal Base Program</b>			
State of Good Repair (5337)/ Formula (5307)	\$173.6	\$714.0	\$887.6
<b>Subtotal Federal Base Program</b>	<b>173.6</b>	<b>714.0</b>	<b>887.6</b>
<b>Supplemental</b>			
Federal CMAQ	0.0	45.1	45.1
RTA Bond	0.0	129.5	129.5
RTA Innovation, Coordination & Enhancement	5.0	10.4	15.4
Metra Farebox Capital	7.0	80.0	87.0
<b>Subtotal Supplemental Program</b>	<b>12.0</b>	<b>265.0</b>	<b>277.0</b>
<b>Grand Total</b>	<b>\$185.6</b>	<b>\$979.0</b>	<b>\$1,164.6</b>





# 2019 CAPITAL PROGRAM PROJECT DESCRIPTIONS

## ROLLING STOCK

### PE 5301 TRACTION MOTORS-REBUILD, MET

This project funds the overhaul of traction motors and traction alternators for locomotives as well as 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, and a basic overhaul is required to return these motors to an acceptable level of performance. (\$2,000,000)

### PE 5302 LOCOMOTIVE & CAR IMPROVEMENTS, MET

This project involves various improvements to diesel-hauled and electric commuter cars, as well as locomotives. These are improvements that may be identified at the start of a major rehabilitation project, or during routine maintenance or inspection. (\$2,000,000)

### PE 5303 WHEEL REPLACEMENT, MET

This project will fund 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. (\$3,000,000)

## LINE ABBREVIATIONS

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

### PE 5109 LOCOMOTIVE PURCHASE, MET

This project will fund the procurement of new or used locomotives. The current Metra fleet is reaching the end of its useful life. (\$8,000,000)

### PE 5006 NEW GALLERY CARS, MET

The proposed long-term railcar replacement 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 purchase would allow Metra to retire the oldest cars in its fleet. (\$2,700,000)

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

This project is the next phase of the mid-life rehabilitation of 302 bi-level commuter cars delivered between 2006 and 2008. This phase consists of 11 cab cars and 19 trailer/coach cars built by the Nippon-Sharyo Corporation and is Phase 3 of a multi-phase project. (\$12,100,000)

### 5204 LOCOMOTIVE REBUILD 100-149,215,216, MET

This project continues Metra's ongoing locomotive rehabilitation program. It consists of the

life extending rebuild of F40 locomotives and the mid-life overhaul of MP36 locomotives. A locomotive rehabilitation is less expensive than a purchase – \$1.8 million vs. \$7 million per vehicle. These projects can include, but are not limited to, the complete rebuild of a diesel engine and may also include the overhaul of the head-end power alternator and gear box as well as painting and body repair. (\$8,000,000)

### PE 5010 CAR AND LOCOMOTIVE CAMERAS, MET

This project involves the purchase of a digital video recording (DVR) system to replace the 10-year old, obsolete system currently in use on Metra locomotives and cab cars. It will allow for video recording of railroad signal aspects and incidents. (\$2,500,000)

## TRACK AND STRUCTURE

### PE 5311 TIES AND BALLAST & SW HEATERS, BNS

### PE 5312 TIES AND BALLAST, MED

### PE 5313 TIES AND BALLAST, MWD (50/50)

### PE 5314 TIES AND BALLAST, MWD (50/50)

### PE 5316 TIES AND BALLAST, UPR

These projects consist of the replacement of cross ties, switch ties and ballast. This is part of an ongoing program throughout Metra's service area to maintain proper track gauge and surface, which improves ride quality and reduces the incidence of slow orders. Projects on the Milwaukee District are split 50/50 with the Canadian Pacific Railroad. (\$11,500,000)

**PE 5321 UNDERCUTTING & SURFACING, MED**

**PE 5322 UNDERCUTTING & SURFACING, MWD**

**PE 5323 UNDERCUTTING & SURFACING, RID**

**PE 5324 UNDERCUTTING & SURFACING, UPR**

Track undercutting provides for the removal of fouled track ballast, which is then cleaned and returned to the track bed. When the ballast is fouled, its load spreading capability is lost and it will no longer hold a proper track surface. Undercutting results in a smooth, well-aligned track surface, extends tie and ballast life and reduces ongoing maintenance expenses. (\$1,650,000)

**PE 5325 RAIL, BNS**

This project provides 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, the replacement of switch machines and the replacement of turnouts. The high density of freight and commuter traffic on the BNSF requires close monitoring and periodic replacement of switches and switch machines. Turnouts must also 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. (\$2,600,000)

**PE 5326 RAIL, MED**

**PE 5327 RAIL, MWD**

**PE 5328 RAIL, RID**

**PE 5329 RAIL, UPR**

These projects consist of the installation of continuous-welded rail on Metra-owned rail lines and Union Pacific rail lines with specific locations to be determined.

The existing jointed rail shows increased wear as it nears the end of its economic service life and requires replacement to maintain track speeds and on-time performance. (\$1,250,000)

**PE 5320 NCS IMPROVEMENTS, NCS**

This project consists of the installation of rail, ties and ballast, undercutting, and other capital improvements on the North Central Service (NCS) commuter rail line. (\$798,000)

**PE 5330 CREATE – P2, SWS**

This project will provide engineering for the 75th Street Corridor Improvement Project that will relieve rail congestion by separating freight and passenger rail lines. (\$2,000,000)

**PE 5331 CROSSINGS (ROAD & TRACK), MED**

**PE 5333 CROSSINGS (ROAD & TRACK), MWD**

**PE 5334 CROSSINGS (ROAD & TRACK), RID**

**PE 5335 CROSSINGS (ROAD & TRACK), UPR**

These projects provide for the renewal of rail-highway grade crossings at various locations on the Metra-owned commuter lines and the Union Pacific lines. Specific crossings to be renewed will be determined based on a survey of the stage of deterioration. The work will

include, but not be limited to, replacement of cross ties, crossing material, and ballast, as well as the surfacing of the track. (\$3,500,000)

**PE 5332 CROSSINGS (ROAD & TRACK – 50/50), MWD**

This project provides for the renewal of rail-highway grade crossings at various locations on the Milwaukee District North and West lines. Specific crossings to be renewed will be based on a survey of the stage of deterioration. The work will include, but not be limited to, replacement of cross ties, crossing material, and ballast, as well as the surfacing of the track. This is a 50/50 project in partnership with the Canadian Pacific Railway. (\$1,250,000)

**PE 5336 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. (\$2,500,000)

**PE 5337 BRIDGES, MED**

**PE 5338 BRIDGES, MWD**

These projects fund the improvement of bridges along Metra rail lines. These improvements can include rehabilitation items such as timber wing walls and fencing, cracked bearing blocks and cracked bridge seats on abutments. Specific improvements will be determined based on a survey of field conditions. (\$650,000)

**PE 4840 NORTH LINE BRIDGES, UPR**

This project involves the replacement of 11 bridges on the Union Pacific North Line, south of Balmoral. The structural scope of work includes, but is not limited to, replacement of existing stone abutments, retaining wall construction, steel spans, and decks. The project also includes track work between the bridges and replacement of wood ties at these locations with concrete ties. (\$6,000,000)

**PE 5240 BRIDGE A-32, MWD**

This project consists of engineering design services for the track at Bridge A-32 and the platform and shelter at the Grayland Station on Metra's Milwaukee District North Line. The bridge spans Milwaukee Avenue at milepost 8.03. The new bridge will have a ballasted deck, requiring that the tracks be raised, which necessitates the platform and shelter at Grayland Station also be raised. Bridges A-30 and A-34 over Addison Street and Irving Park Road and two diamonds where the Union Pacific intersects the Milwaukee District North Line near Irving Park Road may also need to be raised. (\$12,000,000)

**PE 5340 ROOT/43rd STREET BRIDGES, RID**

This project provides for engineering design services for Bridge 40 over Root Street and Bridge 42 over 43rd Street on Metra's Rock Island Line located at mileposts 3.96 and 4.15, respectively. Each crossing will consist of two bridges -- a precast concrete access road bridge and a single track through-plate girder bridge for the current yard lead track. (\$8,000,000)

**PE 5344 CATENARY STRUCTURE REHAB, MET**

This project involves the ongoing rehabilitation of various catenary structures on the Metra Electric Line sub districts, all originating in Chicago: the University Park Sub District, the South Chicago Sub District, and the Blue Island Sub District. This work typically involves rehabilitating structural steel, walkways, and concrete foundation pedestals. The work will depend on the results of condition assessments. (\$750,000)

**PE 5347 RIGHT-OF-WAY FENCING, MED****PE 5348 RIGHT-OF-WAY FENCING, MWD****PE 5349 RIGHT-OF-WAY FENCING, RID**

This project consists of the materials and labor necessary to erect fencing along the railroad right-of-way of the Metra rail lines. Specific locations are determined based on field conditions and are subject to change. (\$100,000)

**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. 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 and safety. (\$15,798,000)

**PE 5353 SIGNAL SYSTEM UPGRADES, MED****PE 5355 SIGNAL SYSTEM UPGRADES, RID**

This project will replace various signal infrastructure 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 has become obsolete and is also affected by the extremes of weather common to the Chicago region. (\$350,000)

**PE 5356 YARD IMPROVEMENTS – ELEC, BNS****PE 5357 YARD IMPROVEMENTS – ELEC, MED****PE 5358 YARD IMPROVEMENTS – ELEC, MWD****PE 5359 YARD IMPROVEMENTS – ELEC, RID**

These projects will provide design and construction funds for electrical engineering projects in BNSF and Metra yards. Projects can include overhead piping, fuel line replacement, cable reels and shore power work. (\$3,410,000)

**PE 5360 HVAC REPLACEMENTS, MWD**

This project will provide for the replacement of HVAC units at Milwaukee District yards. The units are more than 30 years old and are beyond their useful life. (\$1,000,000)

**PE 5149 LAKE STREET INTERLOCKING, UPR**

This project consists of the modernization and upgrading of the Lake Street interlocking at the north end of the Ogilvie Transportation Center (OTC). It will replace track, track bed, switches, switch machines, switch heaters, dwarf signals and signal cable. Future plans call for the replacement of the



interlocking control machine in Lake Street Tower. (\$2,300,000)

**PE 4842 16TH STREET INTERLOCKING, RID**

This project will replace the 16th Street interlocking with a modern solid-state automated electronic system. The 16th Street interlocking plant consists of an obsolete manual interlocking with two outdated hand lever machines built in 1901 and 1929. There are no manufacturers of spare or replacement equipment for these machines. If the interlocking fails, it will be very difficult and time consuming to rebuild the parts for repair. (\$200,000)

**PE 5257 RONDOUT INTERLOCKING RENEWAL, MWD**

This project consists of rebuilding the Rondout Interlocking that was originally installed in the early 1960s and is now obsolete. This project includes, but is not limited to, eliminating hand-drawn prints; improving the Rockland Road grade crossing; adding rail and switches for two new turnouts; and adding rail and switches for two new crossovers. (\$3,000,000)

**PE 5361 MORGAN STREET INTERLOCKING, MWD**

This project will provide design funds for the replacement of the Morgan Street interlocking on Metra's Milwaukee C&M subdivision and the signal system infrastructure between Canal Street and A2 interlocking. The Morgan Street interlocking and crossings were originally installed in the early 1960s. It has become extremely difficult in recent years to get parts to make repairs to keep the system operational. (\$600,000)

**PE 5362 WESTERN INTERLOCKING, RID**

This project will provide design funding for the replacement of the Western Avenue interlocking at Vermont and Grove Street on Metra's Rock Island District. The signal system infrastructure at the Western Avenue Junction interlocking was originally installed in the early 1960s and is now obsolete. (\$500,000)

**PE 4841 CUS SOUTH INTERLOCKINGS**

This projects involves the modernization and upgrade of outmoded interlockings at the south end of Chicago Union Station (CUS). The project will include, but not be limited to, three locations—Harrison Street, Taylor Street and Roosevelt Road—as well as the platform area on the south side of CUS used by the BNSF, the Heritage Corridor and the Southwest Service. It will also include new rail, ties and ballast as needed. The cost of the project will be shared by Metra and Amtrak. (\$2,000,000)

**PE 5363 RECTIFIER REPLACEMENT, MED**

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

**PE 5364 VIDEO STORAGE SYSTEM, MED**

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

**FACILITIES AND EQUIPMENT**

**PE 5365 YARD IMPROVEMENTS, BNS**

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

**PE 5366 YARD IMPROVEMENTS, MED**

This project includes, but is not limited to, replacing ties, crosswalks and platforms with steel grated platforms and placing electric tubular heaters on the switch machines at the Metra Electric Line's yards. (\$1,500,000)

**PE 5367 YARD IMPROVEMENTS, MWD**

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

**PE 5368 YARD IMPROVEMENTS, RID**

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

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

This project includes, but is not limited to, the rehabilitation of the 49th Street Diesel Shop on the Rock Island Line to enable additional shift work for

Metra's railcar and locomotive rehabilitation projects. Work could also include expanding office space, crew facilities and locker rooms. A transfer table could also be added. (\$10,000,000)

#### **PE 4757 MILLENNIUM STATION EXITS, MED**

This project involves installing walkways, stairways, pedestrian ramps and hydraulic emergency doors and exit signs at Millennium Station. (\$1,300,000)

#### **PE 5376 LASALLE FIRE PROTECTION, RID**

This project involves the installation of improved HVAC equipment and a clean agent fire protection system where communication equipment is located at the LaSalle Street Station. The repairs at LaSalle Street Station will provide reliable electrical power, preventing future outages. (\$520,000)

#### **PE 5369 RIGHT OF WAY EQUIPMENT, MET**

This project involves the purchase of various pieces of equipment to be utilized by Metra's Engineering Department. This includes end loaders, track backhoes, hi-rail equipment for track inspection, and other equipment. (\$2,000,000)

#### **PE 5371 EQUIPMENT & VEHICLES - MECHANICAL, MET**

This project provides for the purchase and rehabilitation of vehicles and equipment utilized by Metra's Mechanical and Engineering Departments to help service and maintain Metra's fleet at the various yards. This includes but is not limited to vehicles used for supervision of fieldwork, small pickup trucks, various forklift trucks and car movers. The existing equipment has surpassed its useful life. (\$1,500,000)

#### **PE 5373 POLICE VEHICLES, MET**

This project involves the purchase of vehicles to be used by Metra Police at various locations throughout the Metra system. The current condition of the equipment being replaced is poor, and it has reached or surpassed its useful life. (\$500,000)

#### **PE 5370 OFFICE EQUIPMENT**

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

#### **PE 5374 STORAGE EQUIPMENT, MET**

This project involves the purchase of storage equipment, including but not limited to, vertical units and racks for the Materials Department. (\$600,000)

#### **PE 5372 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. (\$1,850,000)

#### **PE 5375 547 BUILDING SYS IMPROVEMENTS, MET**

This project addresses electrical improvements at the 547 building. Projects may include the installation of a stairwell pressurization system and the replacement of the building HVAC system. (\$250,000)

#### **PE 5171 GPS/TRAIN TRACKER, MET**

This project involves the replacement of the current GPS system, which has exceeded its useful life. Metra will replace the GPS, onboard announcement system and

signs on the entire fleet. Metra will also install automatic passenger counters and event recorders. The new system will maintain the necessary current functions, while potentially adding video surveillance, customer information displays and an infotainment system. (\$7,764,181)

### **STATIONS AND PARKING**

#### **PE 5380 ADA IMPROVEMENTS, 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 the specific work that will be done to bring the key stations into compliance. At these stations, existing platforms will be rehabilitated and deteriorated tactile surfaces will be replaced with the ADA-compliant "truncated dome" type surfaces. Platform and access work may also be performed at non-key stations. (\$3,000,000)

#### **PE 5381 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 and window replacement, concrete work, floors, ceilings, lighting, drainage, stairs, guardrails, handrails, benches, shelters, and canopies. (\$500,000)

#### **PE 5382 STATION FACILITY IMPROVEMENTS, MED**

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, and 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. (\$1,500,000)

#### **PE 5383 PARKING LOT IMPROVEMENTS, MET**

This project will fund major parking lot renovations throughout the system. Parking lots may need to be overhauled even if the station is not in need of rehabilitation. This project element will fund parking projects without depleting funds allocated for station projects. (\$500,000)

#### **PE 4782 HUBBARD WOODS STATION, UPR**

This project will fund the rehabilitation of the Hubbard Woods Station on the Union Pacific North Line in Winnetka. The project will include station repairs, access improvements and platform work. (\$5,530,000)

#### **PE 5384 ELMHURST STATION, UPR**

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

#### **PE 5385 NEW LENOX STATION, RID**

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

### **SUPPORT ACTIVITIES**

#### **PE 5390 INFRASTRUCTURE ENGINEERING, BNS**

#### **PE 5391 INFRASTRUCTURE ENGINEERING, MED**

#### **PE 5392 INFRASTRUCTURE ENGINEERING, MWD**

#### **PE 5393 INFRASTRUCTURE ENGINEERING, RID**

#### **PE 5394 INFRASTRUCTURE ENGINEERING, UPR**

#### **PE 5395 INFRASTRUCTURE ENGINEERING, MET**

This project funds various engineering responsibilities that support capital projects provided by Metra's Engineering Department as well as consultant engineers. Support includes activities such as design engineering and/or construction management in the areas of civil, structural, electrical, mechanical, signal, communications and environmental engineering. (\$8,500,000)

#### **PED 5195 ENGINEERING ASSET MANAGEMENT, MET**

This project funds the continuation of Metra's comprehensive asset assessment and will provide for a consultant to assist with the preparation of Metra's Transit Asset Management Plan as required by the Federal Transit Administration. (\$750,000)

#### **PE 5296 UNANTICIPATED CAPITAL, MET**

This project serves as a reserve of funds to be used 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 with Metra dollars. (\$600,000)

#### **PE 5297 LOCALLY FUNDED PROJECTS/MATCH, MET**

This project provides Metra farebox capital funds that will be used to fund projects locally, and to provide local match funds for alternate funding sources. (\$602,000)

#### **PE 5298 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). (\$1,000,000)

#### **PE 5299 CONTINGENCIES, MET**

This project will fund both emergencies and unanticipated capital needs that arise throughout the course of the program year. Items covered under this project require immediate attention and cannot wait for inclusion in the budget for the forthcoming program year. Contingencies are necessary to fund emergency activities to prevent project and service delays. (\$1,900,441)



Exhibit 13

**PROPOSED 2019-2023 CAPITAL PROGRAM**

**CORE PROGRAM**

(\$ in thousands)

Description	2019	2020	2021	2022	2023	Total
<b>Rolling Stock</b>						
Locomotive Improvements	\$8,000	\$10,150	\$7,635	\$5,050	\$0	\$30,835
Car Rehabilitation	\$12,100	\$43,539	\$29,788	\$32,500	\$37,850	\$155,777
New Locomotives	\$8,000	\$21,000	\$56,000	\$49,139	\$35,380	\$169,519
New Rolling Stock	\$2,700	\$34,000	\$36,500	\$20,600	\$81,900	\$175,700
Fleet Component Overhaul	\$9,500	\$9,500	\$9,300	\$8,800	\$8,800	\$45,900
<b>Subtotal</b>	<b>\$40,300</b>	<b>\$118,189</b>	<b>\$139,223</b>	<b>\$116,089</b>	<b>\$163,930</b>	<b>\$577,731</b>
<b>Track &amp; Structure</b>						
Ties and Ballast	\$11,500	\$7,750	\$8,750	\$7,750	\$8,750	\$44,500
Rail	\$8,298	\$23,928	\$15,265	\$9,211	\$9,417	\$66,119
Crossings (Road and Track)	\$4,750	\$5,750	\$6,000	\$6,500	\$6,500	\$29,500
Bridges	\$26,650	\$38,050	\$9,650	\$11,650	\$18,659	\$104,659
Retaining Wall Rehabilitation	\$2,500	\$1,000	\$1,000	\$1,000	\$1,000	\$6,500
Structural Upgrades	\$850	\$950	\$850	\$850	\$850	\$4,350
<b>Subtotal</b>	<b>\$54,548</b>	<b>\$77,428</b>	<b>\$41,515</b>	<b>\$36,961</b>	<b>\$45,176</b>	<b>\$255,628</b>
<b>Signal, Electrical &amp; Communications</b>						
Signal System Upgrades	\$350	\$2,500	\$5,650	\$5,350	\$5,500	\$19,350
Interlockings	\$8,600	\$17,100	\$18,300	\$4,300	\$7,000	\$55,300
Electrical System Improvements	\$6,910	\$4,460	\$5,040	\$4,890	\$4,760	\$26,060
Positive Train Control	\$15,978	\$0	\$0	\$0	\$0	\$15,978
<b>Subtotal</b>	<b>\$31,838</b>	<b>\$24,060</b>	<b>\$28,990</b>	<b>\$14,540</b>	<b>\$17,260</b>	<b>\$116,688</b>
<b>Facilities &amp; Equipment</b>						
Yard Improvements	\$16,000	\$5,000	\$5,500	\$6,300	\$6,100	\$38,900
Building Improvements	\$2,070	\$200	\$250	\$250	\$250	\$3,020
Equipment and Vehicles	\$12,639	\$11,214	\$3,775	\$3,275	\$3,775	\$34,678
Financial Systems Replacement	\$1,850	\$3,100	\$1,823	\$2,900	\$2,998	\$12,671
<b>Subtotal</b>	<b>\$32,559</b>	<b>\$19,514</b>	<b>\$11,348</b>	<b>\$12,725</b>	<b>\$13,123</b>	<b>\$89,269</b>
<b>Stations &amp; Parking</b>						
Stations & Parking	\$10,030	\$15,200	\$3,132	\$2,500	\$3,250	\$34,112
ADA Improvements	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
<b>Subtotal</b>	<b>\$13,030</b>	<b>\$18,200</b>	<b>\$6,132</b>	<b>\$5,500</b>	<b>\$6,250</b>	<b>\$49,112</b>
<b>Support Activities</b>						
Technical Studies	\$8,500	\$8,500	\$9,000	\$9,000	\$9,500	\$44,500
Project Administration	\$1,750	\$2,100	\$2,000	\$1,000	\$1,000	\$7,850
Metra Capital Funding	\$0	\$0	\$0	\$0	\$0	\$0
Locally Funded Projects	\$602	\$1,234	\$6,004	\$1,000	\$1,035	\$9,875
Contingencies	\$1,900	\$1,559	\$2,632	\$1,865	\$1,915	\$9,872
Unanticipated Capital	\$600	\$888	\$1,000	\$800	\$800	\$4,088
<b>Subtotal</b>	<b>\$13,352</b>	<b>\$14,281</b>	<b>\$20,637</b>	<b>\$13,665</b>	<b>\$14,250</b>	<b>\$76,185</b>
<b>Grand Total*</b>	<b>\$185,628</b>	<b>\$271,671</b>	<b>\$247,845</b>	<b>\$199,480</b>	<b>\$259,990</b>	<b>\$1,164,614</b>

\*May Not Total Due to Rounding



Exhibit 14

**METRA PHYSICAL DESCRIPTION**

				Number of Stations			Accessible Stations		Rolling Stock					
Carrier/Line		Location of Outlying Terminal	Downtown Terminal	Illinois	Out of State	Total	Partial	Full	Loco-motives	Trailer Cars	Cab Cars	Electric Propelled	Track Miles	Route Miles
BNSF Railway		Aurora, IL (Kane Co.)	Chicago Union Station	25	0	25	5	17	34	174	38	0	144.0	37.5
Union Pacific	North Line	Kenosha, WI (Kenosha Co.)	Ogilvie Transportation Ctr.	24	1	25	1	20					107.5	51.6
	Northwest Line	Harvard, IL (McHenry Co.)	Ogilvie Transportation Ctr.	21	0	21	0	18					161.1	63.1
	McHenry Branch	McHenry, IL (McHenry Co.)	Ogilvie Transportation Ctr.	1	0	1	0	1					8.0	7.4
	West Line	Elburn, IL (Kane Co.)	Ogilvie Transportation Ctr.	18	0	18	2	14					144.2	43.6
<b>Total</b>				<b>64</b>	<b>1</b>	<b>65</b>	<b>3</b>	<b>53</b>	<b>53</b>	<b>263</b>	<b>64</b>	<b>0</b>	<b>418.2</b>	<b>162.3</b>
Electric Line	Main Line	University Park, IL (Will Co.)	Millennium Station	32	0	32	0	13					86.0	31.5
	Blue Island Branch	Blue Island, IL (Cook Co.)	Millennium Station	7	0	7	0	1					5.0	4.4
	South Chicago Branch	Chicago, IL (Cook Co.)	Millennium Station	8	0	8	0	8					11.3	4.7
<b>Total</b>				<b>47</b>	<b>0</b>	<b>47</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>186</b>	<b>102.3</b>	<b>40.6</b>
Heritage Corridor**		Joliet, IL (Will Co.)	Chicago Union Station	6	0	6	0	6	**	**	**	**	78.0	37.2
Milwaukee District***	North Line	Fox Lake, IL (Lake Co.)	Chicago Union Station	20	0	20	0	17					97.0	49.5
	West Line	Elgin, IL (Kane Co.)	Chicago Union Station	21	0	21	0	20					102.8	39.8
<b>Total***</b>				<b>41</b>	<b>0</b>	<b>41</b>	<b>0</b>	<b>37</b>	<b>40</b>	<b>148</b>	<b>56</b>	<b>0</b>	<b>186.4</b>	<b>83.9</b>
North Central Service***		Antioch, IL (Lake Co.)	Chicago Union Station	15	0	15	0	15	***	***	***	***	85.0	52.8
SouthWest Service**		Manhattan, IL (Will Co.)	Chicago Union Station	12	0	12	0	12	**	**	**	**	59.3	40.8
Rock Island Line**	Main Line	Joliet, IL (Will Co.)	LaSalle Street Station	14	0	14	1	12					83.8	40.0
	Beverly Branch	Blue Island, IL (Cook Co.)	LaSalle Street Station	12	0	12	4	6					13.3	6.6
<b>Total**</b>				<b>26</b>	<b>0</b>	<b>26</b>	<b>5</b>	<b>18</b>	<b>22</b>	<b>83</b>	<b>29</b>	<b>0</b>	<b>96.9</b>	<b>46.6</b>
Downtown Stations				5	0	5	0	5						
<b>System Totals*</b>				<b>241</b>	<b>1</b>	<b>242</b>	<b>13</b>	<b>185</b>	<b>149</b>	<b>668</b>	<b>187</b>	<b>186</b>	<b>1,154.9</b>	<b>487.5</b>

\*South Shore (NICTD) is not included.

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

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

## Exhibit 15

## METRA OPERATING AND SERVICE CHARACTERISTICS AS OF 2018

Carrier/Line		Revenue Trains			Train Miles Jul17-Jun18	Car Miles Jul17-Jun18	Average Scheduled Speeds			On-Time Performance	
		Weekday	Sat	Sun/Hol			Weekday Peak	Weekday Off-Peak	Weekend/Holiday	2017 Average	Jan-Jun18 Average
BNSF Railway		95	28	18	946,664	6,976,775	34.0	30.0	28.0	94.5%	91.8%
Union Pacific	North	70	26	18	756,405	4,333,268	30.5	28.3	30.1	97.2%	96.9%
	Northwest	65	24	15	938,687	6,281,822	33.9	32.7	34.0	95.1%	94.6%
	West	59	20	18	698,027	4,741,961	31.9	30.8	30.6	94.1%	91.9%
<b>Total</b>		<b>194</b>	<b>70</b>	<b>51</b>	<b>2,393,119</b>	<b>15,357,051</b>				<b>95.5%</b>	<b>94.6%</b>
Electric Line	Main Line	84	40	20	723,971	4,095,031	22.0	22.0	23.6	97.9%	98.4%
	Blue Island	27	8	0	134,572	459,121	31.8	28.4	27.5	98.2%	97.8%
	South Chicago	44	32	20	207,934	825,982	19.8	20.2	21.4	98.3%	98.5%
<b>Total</b>		<b>155</b>	<b>80</b>	<b>40</b>	<b>1,066,477</b>	<b>5,380,133</b>				<b>98.1%</b>	<b>98.3%</b>
Heritage Corridor		7	0	0	75,756	328,240	33.6	33.8	--	93.2%	87.2%
Milwaukee District	North	60	20	18	753,620	4,659,917	32.1	30.3	30.9	93.8%	92.4%
	West	58	24	18	659,482	4,468,805	29.5	29.3	29.0	95.5%	95.4%
<b>Total</b>		<b>118</b>	<b>44</b>	<b>36</b>	<b>1,413,102</b>	<b>9,128,722</b>				<b>94.7%</b>	<b>93.9%</b>
North Central Service		20	0	0	282,946	1,361,768	32.8	33.9	--	94.0%	92.4%
SouthWest Service		30	6	0	245,840	1,791,039	27.0	27.0	28.8	94.9%	91.9%
Rock Island Line		67	32	28	716,100	5,294,682	29.2	28.9	29.6	95.7%	94.1%
<b>System Totals/Averages*</b>		<b>686</b>	<b>260</b>	<b>173</b>	<b>7,140,005</b>	<b>45,618,409</b>	<b>31.1</b>	<b>29.2</b>	<b>29.4</b>	<b>95.8%</b>	<b>94.7%</b>

\*South Shore (NICTD) is not included.



Exhibit 16

**FORECASTED RIDERSHIP AND VEHICLE MILES: 2017-2021**

	2017 Actual	2018 Projected*	2019 Forecast	2020 Forecast	2021 Forecast
<b>Passenger Trips <sup>1</sup></b>					
BNSF Railway	16,236,000	15,850,000	15,850,000	15,850,000	15,850,000
Union Pacific	28,273,000	27,310,000	27,310,000	27,310,000	27,310,000
Electric District	8,150,000	7,630,000	7,320,000	7,320,000	7,320,000
Heritage Corridor	727,000	730,000	740,000	740,000	740,000
Milwaukee District	13,169,000	12,710,000	12,710,000	12,710,000	12,710,000
North Central Service	1,684,000	1,650,000	1,650,000	1,650,000	1,650,000
SouthWest Service	2,457,000	2,430,000	2,430,000	2,430,000	2,430,000
Rock Island District	7,924,000	7,560,000	7,560,000	7,560,000	7,560,000
<b>System Total**</b>	<b>78,621,000</b>	<b>75,870,000</b>	<b>75,570,000</b>	<b>75,570,000</b>	<b>75,570,000</b>
<b>Year-to-Year Change</b>		<b>-3.5%</b>	<b>-0.4%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Passenger Miles <sup>2</sup></b>					
BNSF Railway	377,830,000	368,851,000	368,850,000	368,850,000	368,850,000
Union Pacific	606,384,000	586,050,000	586,050,000	586,050,000	586,050,000
Electric District	156,748,000	146,748,000	140,790,000	140,790,000	140,790,000
Heritage Corridor	20,157,000	20,234,000	20,510,000	20,510,000	20,510,000
Milwaukee District	309,505,000	298,724,000	298,720,000	298,720,000	298,720,000
North Central Service	52,968,000	51,887,000	51,890,000	51,890,000	51,890,000
SouthWest Service	46,524,000	46,005,000	46,000,000	46,000,000	46,000,000
Rock Island District	166,627,000	158,981,000	158,980,000	158,980,000	158,980,000
<b>System Total**</b>	<b>1,736,743,000</b>	<b>1,677,480,000</b>	<b>1,671,800,000</b>	<b>1,671,800,000</b>	<b>1,671,800,000</b>
<b>Year-to-Year Change</b>		<b>-3.4%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Revenue Car Miles</b>					
BNSF Railway	6,277,000	6,348,000	6,390,000	6,420,000	6,400,000
Union Pacific	14,974,000	14,842,000	14,840,000	14,920,000	14,870,000
Electric District	5,025,000	5,111,000	5,110,000	5,130,000	5,110,000
Heritage Corridor	296,000	300,000	300,000	300,000	300,000
Milwaukee District	8,970,000	8,867,000	8,870,000	8,910,000	8,880,000
North Central Service	1,327,000	1,389,000	1,390,000	1,400,000	1,390,000
SouthWest Service	1,814,000	1,767,000	1,770,000	1,780,000	1,770,000
Rock Island District	5,006,000	4,939,000	4,940,000	4,970,000	4,950,000
<b>System Total**</b>	<b>43,689,000</b>	<b>43,563,000</b>	<b>43,600,000</b>	<b>43,840,000</b>	<b>43,690,000</b>
<b>Year-to-Year Change</b>		<b>-0.3%</b>	<b>0.1%</b>	<b>0.6%</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.

Exhibit 17

**METRA COMMUTER RAIL STATIONS BY FARE ZONE**

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

\* CUS = Chicago Union Station, # OTC = Ogilvie Transportation Center

† Fare Zones for these stations have been reassigned under a one-year pilot program, effective July 15, 2018; fare structure changes under the pilot program may be made permanent, revised or rescinded pending review of the program.

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

## Exhibit 18

## RIDERSHIP-RELATED STATISTICS: JULY 2017 - JUNE 2018

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		49,700	3,600	6,800	4,000	64,100	12,600	8,100	341,200	16,056,900	373,959,300	\$77,583,300	\$4.83	23.3
Union Pacific	North	22,900	6,000	4,400	2,300	35,500	8,300	5,000	190,800	8,849,100	146,507,800	\$38,103,800	\$4.31	16.6
	Northwest	29,900	2,800	4,900	2,500	40,100	10,900	6,900	218,300	10,708,800	266,390,200	\$53,184,100	\$4.97	24.9
	West	21,400	1,500	3,100	1,600	27,600	6,400	4,800	149,200	8,217,200	182,417,500	\$39,390,300	\$4.79	22.2
<b>Total</b>		<b>74,200</b>	<b>10,300</b>	<b>12,400</b>	<b>6,400</b>	<b>103,200</b>	<b>25,600</b>	<b>16,700</b>	<b>558,300</b>	<b>27,775,100</b>	<b>595,315,500</b>	<b>\$130,678,200</b>	<b>\$4.70</b>	<b>21.4</b>
Electric District	Main Line	18,600	600	3,000	1,200	23,400	5,000	2,700	124,700	6,969,200	140,441,400	\$31,079,900	\$4.46	20.2
	Blue Island	1,700	200	300	40	2,200	400	0	11,400	224,800	3,639,600	\$900,200	\$4.00	16.2
	So Chicago	2,600	500	700	200	4,000	1,200	700	21,900	678,900	7,738,800	\$2,015,300	\$2.97	11.4
<b>Total</b>		<b>22,900</b>	<b>1,300</b>	<b>4,000</b>	<b>1,440</b>	<b>29,600</b>	<b>6,600</b>	<b>3,400</b>	<b>158,000</b>	<b>7,872,900</b>	<b>151,819,800</b>	<b>\$33,995,400</b>	<b>\$4.32</b>	<b>19.3</b>
Heritage Corridor		2,400	0	100	0	2,500	0	0	12,500	724,400	19,956,800	\$3,680,200	\$5.08	27.5
Milwaukee District	North	16,100	2,700	2,400	1,400	22,600	4,500	3,200	120,700	6,706,400	153,019,100	\$32,697,200	\$4.88	22.8
	West	17,000	1,000	2,200	1,000	21,200	4,600	3,200	113,800	6,231,400	150,773,700	\$30,163,900	\$4.84	24.2
<b>Total</b>		<b>33,100</b>	<b>3,700</b>	<b>4,600</b>	<b>2,400</b>	<b>43,800</b>	<b>9,100</b>	<b>6,400</b>	<b>234,500</b>	<b>12,937,800</b>	<b>303,792,800</b>	<b>\$62,861,100</b>	<b>\$4.86</b>	<b>23.5</b>
North Central Service		4,800	300	500	200	5,800	0	0	29,000	1,668,400	52,325,200	\$9,246,700	\$5.54	31.4
SouthWest Service		8,200	100	800	500	9,700	400	0	48,900	2,442,400	46,172,800	\$11,053,300	\$4.53	18.9
Rock Island District		24,500	500	2,500	900	28,500	3,900	2,800	149,200	7,739,800	163,000,200	\$35,146,600	\$4.54	21.1
<b>System Totals***</b>		<b>219,600</b>	<b>20,000</b>	<b>31,600</b>	<b>16,000</b>	<b>287,200</b>	<b>58,100</b>	<b>37,400</b>	<b>1,531,600</b>	<b>77,217,800</b>	<b>1,706,342,500</b>	<b>\$364,244,700</b>	<b>\$4.72</b>	<b>22.1</b>

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

\* Includes free trips

\*\* Does not include free trips

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

Exhibit 19

**TICKET SALES BY TICKET TYPE: JULY 2017 - JUNE 2018**

Carrier/Line		Between Chicago, IL (Cook County) and...	Monthly	Ten-Ride	Regular One-Way	Conductor One-Way	Weekend and Special Event
BNSF Railway		Aurora, IL (Kane County)	233,400	388,000	1,229,600	235,100	228,500
Union Pacific	North	Kenosha, WI (Kenosha County)	97,900	280,400	844,400	403,700	180,500
	Northwest	Harvard, IL (McHenry County)	140,300	260,300	1,000,100	322,400	269,200
	West	Elburn, IL (Kane County)	108,100	207,900	763,700	224,700	177,900
<b>Total</b>			<b>346,300</b>	<b>748,600</b>	<b>2,608,300</b>	<b>950,700</b>	<b>627,600</b>
Electric Line	Main Line	University Park, IL (Will County)	93,900	149,100	823,600	223,400	97,000
	Blue Island	Blue Island, IL (Cook County)	2,300	4,200	25,600	31,800	1,800
	So Chicago	Chicago, IL (Cook County)	6,300	17,400	109,700	60,800	3,400
<b>Total</b>			<b>102,600</b>	<b>170,700</b>	<b>958,900</b>	<b>316,000</b>	<b>102,100</b>
Heritage Corridor		Joliet, IL (Will County)	12,400	15,300	32,700	5,600	200
Milwaukee District	North	Fox Lake, IL (Lake County)	81,300	191,000	634,900	220,900	153,400
	West	Elgin, IL (Kane County)	85,000	126,000	614,100	232,900	142,900
<b>Total</b>			<b>166,300</b>	<b>317,000</b>	<b>1,249,000</b>	<b>453,700</b>	<b>296,300</b>
North Central Service		Antioch, IL (Lake County)	24,400	41,800	118,700	69,100	1,700
SouthWest Service		Manhattan, IL (Will County)	39,900	49,600	149,200	48,100	6,100
Rock Island Line		Joliet, IL (Will County)	119,000	147,800	619,100	189,600	100,500
<b>System Totals*</b>			<b>1,044,400</b>	<b>1,878,800</b>	<b>6,965,400</b>	<b>2,267,900</b>	<b>1,363,000</b>

\*South Shore (NICTD) is not included.

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

Exhibit 20

**PROPOSED 2019 ADULT FARE SCHEDULE**

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

\* Includes fare zones K, L & M which have been consolidated as part of a one-year fare pilot program.

Exhibit 21

**PROPOSED 2019 SPECIAL USER FARE SCHEDULE**

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

\* Includes fare zones K, L & M which have been consolidated as part of a one-year fare pilot program.

## PUBLIC NOTICE

Commuter Rail Board (Metra) Public Hearings on Proposed Operating and Capital Program and Budget for Fiscal Year 2019.

PUBLIC NOTICE IS HEREBY GIVEN that the Board of Directors of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Board") hereby releases the Preliminary 2019 Operating and Capital Program and Budget, the 2019-2021 Financial Plan, and the 2019-2023 Capital Program for public hearings and public discussion. There are no fare increases or services reductions proposed in the FY2019 Program and Budget.

Any person may present views orally at the hearing or by submitting written material at any time, but not later than 24 hours after the conclusion of the hearings on Nov. 5, 2018. Written comments via U.S. mail can be sent to the attention of Karen Hullinger, Assistant Secretary to the Commuter Rail Board, Room 1300, 547 West Jackson Boulevard, Chicago, Illinois, 60661. Comments will also be accepted via email to [2019budgetcomments@metrarr.com](mailto:2019budgetcomments@metrarr.com) or faxed to 312-322-7094.

Copies of the proposed Operating and Capital Programmed Budget for Fiscal Year 2019 together with the Fiscal Years 2019-2021 Financial Plan, and Fiscal Years 2019-2023 Capital Program, will be available for public inspection after Oct. 9, 2018 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 viewing on the [www.metrarail.com](http://www.metrarail.com) website on Oct. 9, 2018 and will be available at city and village offices in the six-county northeastern Illinois region seven (7) days prior to the hearings.

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



## COMMUTER RAIL BOARD ORDINANCE NO. MET 18-13

### 2019 Preliminary Budgets

#### BE IT ORDAINED:

1. The Board of Directors of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Division") hereby releases the Preliminary 2019 Operating and Capital Program and Budget, the 2020-2021 Financial Plan, and the 2019-2023 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 2019 Operating and Capital Program and Budget, the 2020-2021 Financial Plan, and the 2019-2023 Capital Program may contain various scenarios that are being contemplated. The selection of scenarios, if any, by the Board of Directors will depend, in part, upon public comments received at public hearings and County Board presentations and other comments received from the public.

## Exhibit

**FY2019 METRA PROPOSED  
PROGRAM AND BUDGET  
PUBLIC HEARING SCHEDULE**

## Exhibit

**FY2019 METRA PROPOSED  
PROGRAM AND BUDGET  
COUNTY BOARD PRESENTATIONS**

Nov. 1 4 - 7 p.m.	Nov. 5 4 - 7 p.m.	Date	Time	Location
<b>North Suburban Cook County</b> Arlington Heights Village Hall Village Board Room 33 S. Arlington Heights Road Arlington Heights	<b>Lake County</b> Mundelein Village Hall Village Board Room 300 Plaza Circle Mundelein	<b>Tuesday, Oct. 16, 2018</b>	<b>9 a.m.</b>	<b>Kane County Board</b> Transportation Committee Kane County Government Center County Board Room 719 S. Batavia Ave. Building A Geneva.
<b>McHenry County</b> Crystal Lake City Hall City Council Chambers 100 W. Woodstock St. Crystal Lake	<b>South Suburban Cook County</b> East Hazel Crest Village Hall Village Board Room 1904 W. 174th St. East Hazel Crest	<b>Thursday, Oct. 18, 2018</b>	<b>9:30 a.m.</b>	<b>Will County</b> Will County Board Room 302 N. Chicago St. Joliet
<b>DuPage County</b> Clarendon Hills Village Hall Village Board Room 1 N. Prospect Ave. Clarendon Hills	<b>Kane County</b> Kane County Government Center Building A – 1st Floor Auditorium 719 S. Batavia Ave. Geneva	<b>Tuesday, Oct. 23, 2018</b>	<b>10 a.m.</b>	<b>DuPage County</b> DuPage Center Administration Building 421 N. County Farm Road Wheaton
<b>Will County</b> Will County Office Building County Board Room – 2nd Floor 302 N. Chicago St. Joliet	<b>City of Chicago</b> Metra Board Room 13th floor 547 W. Jackson Blvd. Chicago	<b>Thursday, Nov. 8, 2018</b>	<b>9 a.m.</b>	<b>McHenry County</b> McHenry County Board Room 667 Ware Road Woodstock
		<b>Tuesday, Nov. 13, 2018</b>	<b>9 a.m.</b>	<b>Lake County</b> Lake County Board Room 18 N. County St. 10th Floor Waukegan
		<b>Wednesday, Nov. 14, 2018</b>	<b>11 a.m.</b>	<b>Cook County</b> Cook County Board Room 118 N. Clark St. Chicago
		<b>Tuesday, Dec. 11, 2018</b>	<b>9:45 a.m.</b>	<b>Kane County Board</b> Kane County Government Center County Board Room 719 S. Batavia Ave. Building A Geneva

## PROTECTING YOUR RIGHTS

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

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

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

Metra's Office of Business Diversity & Community Relations

Attn: Title VI Manager  
547 W. Jackson Blvd., 10 East  
Chicago, IL 60661  
[metradbe@metrarr.com](mailto:metradbe@metrarr.com)  
312.322.8093 (Fax)

Or visit our website at [metrarail.com](http://metrarail.com)

## METRA'S CITIZENS ADVISORY BOARD

### **Jonathan F. McCabe – Chairman**

Appointed by the West Suburban Mass Transit District

### **Thomas Brabec**

Appointed by the Chicago South Suburban Mass Transit District

### **William Sippel**

Appointed by Director John P. Zediker  
Representing DuPage County

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

Appointed by Director Rodney S. Craig  
Representing suburban Cook County

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

Appointed by Chairman Norman Carlson  
Representing Lake County

### **Jean E. Gonzalez**

Appointed by Director John Plante  
Representing suburban Cook County

### **Glen R. Holland**

Appointed by Director Manuel Barbosa  
Representing Kane County

### **Michelle Machay**

Appointed by former Director Brian Reaves  
Representing suburban Cook County

### **Patricia Mahon**

Appointed by Director Don De Graff  
Representing suburban Cook County

### **Richard Dombrowski**

Appointed by Director Tim Baldermann  
Representing Will County

### **Robert J. Nunamaker**

Appointed by former Director Jack Schaffer  
Representing McHenry County

### **Dave L. Walker**

Appointed by former Director Marty Oberman  
Representing the city of Chicago

**NOTES**

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# NOTES



547 West Jackson Boulevard  
Chicago, Illinois 60661-5717  
[metrarail.com](http://metrarail.com)