



2024
PROPOSED
OPERATING & CAPITAL
PROGRAM & BUDGET

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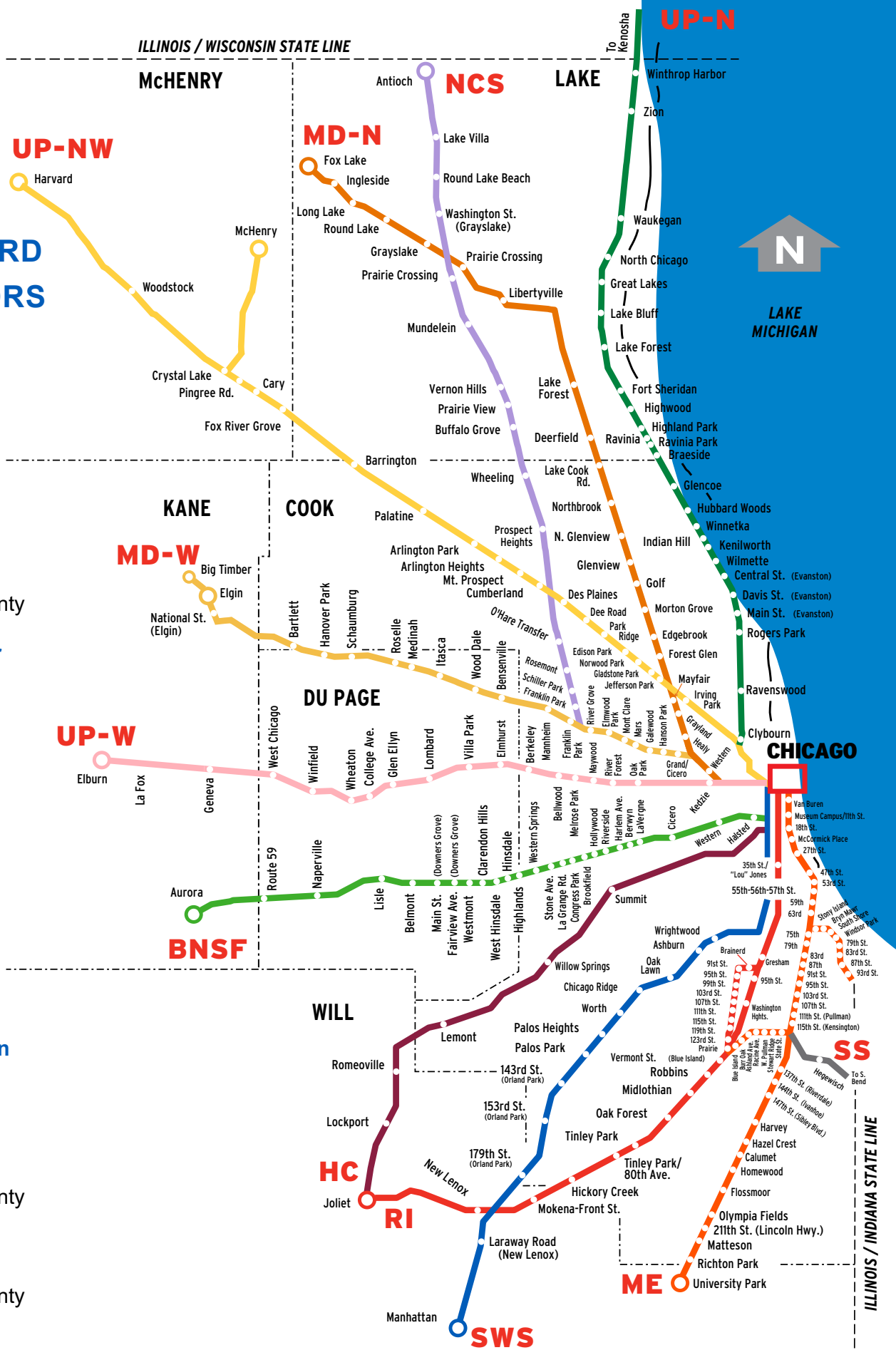
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METRA'S 2024 BUDGET AT A GLANCE

Operating Budget of \$1.093 billion

- Metra has proposed a complete revamp of its fare structure for 2024, replacing the existing 10-zone distance-based structure with a simplified four-zone structure. Under the new structure, fares for most tickets will be lower than prepandemic levels. Promotional fares introduced during the pandemic will be discontinued.
- The operating budget is 5.7% higher than the 2023 budget. This increase includes \$65 million associated with improvements on the Metra Electric Line to increase capacity for a major service expansion by Northern Indiana Commuter Transportation District (NICTD). NICTD will reimburse Metra for these added costs.
- Operating expenses for providing commuter service, excluding the NICTD project, are budgeted at \$1.028 billion, which is \$48 million, or 4.9%, higher than the 2023 budget and largely driven by expected inflationary (general, medical premiums, fuel, insurance) and contractual (union agreements) increases.
- Operating expenses for providing commuter service in 2024 will be funded by:
 - \$243.9 million in system-generated revenue (mostly fares),
 - The budget projects Metra will provide 40 million rides in 2024 or about 54% of prepandemic (2019) ridership.
 - \$560.4 million in regional sales taxes.
- That leaves \$223.7 million to be covered with federal COVID-relief funding.
 - Metra received nearly \$1.1 billion in three rounds of relief funding.
 - We estimate that we will have \$487.1 million remaining at the start of 2024.
 - We anticipate relief funding will run out in 2026, requiring additional funding or budget actions.

Capital Budget of \$574.9 million

- 2024 program funds 97 projects.
- Approximately 63% of the 2024 Capital Program will fund projects in four asset subcategories:
 - Bridge and retaining wall replacement and rehabilitation: \$143.8 million,
 - Stations & Parking Rehabilitations: \$77.5 million,
 - Yard Improvements, including facility acquisitions: \$71.1 million,
 - Railcar Rehabilitation \$67.6 million.
- The five-year capital plan includes \$1.947 billion in funding.
- 2024 Capital Program is funded by:
 - \$252.1 million in federal formula funding,
 - \$117 million USDOT Mega grant for Union Pacific North Line bridges,
 - \$73.8 million in Illinois PAYGO funds,
 - \$130 million in RTA bonds,
 - \$2 million in RTA Section 5310 funds.



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A Message from the Chief Executive Officer on Behalf of the Metra Board of Directors and Staff

In 2024, Metra will celebrate its 40th birthday – we were created by the state and held our first meeting on June 8, 1984. Much has changed since those early days, particularly in recent years, and much will change in 2024. It will be a year of transition in several ways.

First and foremost, Metra, in 2024, proposes to implement the biggest change to its fare structure in that 40-year history. This plan would eliminate the fare zones and some products that many of our customers have been using their entire lives. In their place would be a simplified zone structure and new fare products – a new structure for a new, post-pandemic era. These new fares would be set at or below prepandemic levels.

Our aim is to create a fare structure that customers can easily understand, that will encourage ridership, that will simplify onboard fare collection, and that meets Metra’s financial and technical constraints. We believe our plan goes a long way towards meeting all those goals. You can read all the details about this proposal on page 11.

Somewhat related to that plan will be the introduction of new ticket vending machines across our system. This change is driven by industry best practices and the desire to avoid the high cost of replacing outdated point-of-sale credit card machines at staffed stations. Ultimately, every station will have vending machines and riders who don’t use the Ventra App will be able to buy a ticket at every station before they board.

Another major change will, we hope, come from Springfield. Our fare restructuring isn’t designed to increase our fare revenue, and that revenue next year will still fall far short of paying for half of our operating costs, as we are normally required to do. That’s a result of the COVID-related drop in ridership and the ongoing changes to commuting patterns.

When COVID hit, transit agencies across the state and country faced the same dilemma: a major gap between expenses and fare revenue. So, two things happened: First, Springfield temporarily waived the requirement that we cover half our operating costs

with fares; and second, Washington provided us (and mass transit agencies across the country) with generous subsidies to keep the lights on and trains running.

Those subsidies, however, are projected to run out by 2026, before ridership and fare revenue is expected to fully recover. That will create a fiscal cliff for Metra, the CTA and Pace. Springfield is on the case, asking the Chicago Metropolitan Agency for Planning (CMAP) to recommend solutions to cover the fiscal cliff, as well as to fund other desirable improvements, such as fare integration, more frequent service, improved accessibility, better safety, and security, etc. CMAP is also looking at whether the governance structure for public transportation in the region should be changed.

Metra recently adopted a new strategic plan, which focuses on addressing the operational and financial challenges of a post-COVID world and sets ambitious goals for the agency’s evolution and growth. Most notably, it recognizes the need to provide equitable, sustainable, and environmentally friendly service and commits Metra to work toward a “regional rail” service model, with more frequent, all-day service. We will need more funding to achieve that vision, too.

Covering the fiscal gap and meeting our vision depends on the public’s appetite for big, bold solutions and its willingness to pay for them. We will be out there advocating for public transportation as an effective, worthwhile, essential investment for the economic and environmental health of the region. We’d like to see a system that gives you even more incentive to call us *My Metra*.

James M. Derwinski - CEO/Executive Director



SYSTEM OVERVIEW

Metra is the largest commuter railroad in the nation based on miles of track and one of the largest based on ridership. Metra's primary mission is to provide safe, reliable, and efficient rail service that enhances the economic and environmental health of the northeast Illinois region it serves. Prior to the COVID-19 pandemic stay-at-home orders in March 2020, Metra provided about 281,000 rides each weekday. By the end of August 2023, Metra was providing an average of 157,000 weekday passenger trips, or nearly 55% of prepandemic levels.

The Metra service area encompasses a six-county region of more than 3,700 square miles. Prepandemic, Metra operated 692 weekday trains on 11 rail lines that serve 242 stations. As of mid-August 2023, Metra was operating 662 weekday trains. Metra plans to increase the number of trains it operates to encourage ridership and provide passengers with additional space as they ease back into commuting.

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 tracks owned by freight railroads through trackage rights or lease agreements (Heritage Corridor, North Central Service and SouthWest Service). Four additional Metra lines are operated directly by freight railroads through purchase-of-service agreements (BNSF, Union Pacific North, Union Pacific Northwest and Union Pacific West).

METRA BY THE NUMBERS

- **23.8 million passenger trips in 2022**
- **662 weekday trains**
- **269 Saturday trains**
- **185 Sunday trains**
- **242 stations**
- **1,155 miles of track**
- **488 route miles**
- **176 locomotives**
- **861 diesel passenger railcars**
- **182 electric propelled passenger railcars**
- **926 bridges**
- **565 grade crossings**
- **24 rail yards**
- **91,000 parking spaces**
- **15 electrical substations**
- **1 electrical tie stations**
- **12 fuel facilities**



2024 FUNDING OVERVIEW

To fund its operations and capital activities, Metra relies on a combination of system-generated revenues and public funding. Funding for operating expenses normally is provided, balanced nearly evenly, by system-generated revenues – primarily fares – and a sales tax collected in the six-county region of northeast Illinois that Metra serves. Since 2020, Metra has also been using federal COVID-19 relief funds to cover deficits caused by reduced ridership and related passenger revenue due to the pandemic. Capital funding is provided through a variety of federal programs and state and local funding sources.

On the operating side, Metra is budgeted to receive sales tax and Public Transportation Fund (PTF) proceeds of \$560.4 million in 2024 and will need to use \$223.7 million of federal COVID relief funding to achieve a balanced operating budget. Over the 2024-2026 plan period, Metra is budgeted to receive sales tax and PTF proceeds of \$1.73 billion and expects to fully use its remaining \$487.1 million of federal relief funds.

Over the next five years, Metra projects \$1.947 billion of new capital funds will be available to program toward infrastructure investments and new assets. The largest capital funding source available to Metra will be federal formula grants, which are estimated to total \$1.256 billion between 2024 and 2028. RTA will allocate more than \$543 million to Metra, sourced from state and local revenue streams. Metra staff recently secured multiple competitive discretionary grants, which provide a \$148 million boost to the program, including the single-largest discretionary grant of \$117 million for the UP North Line bridge replacement project. Since 1985, Metra has programmed more than \$7.5 billion of capital funds to rebuild century-old assets, address state of good repair needs, rehabilitate the railcar and locomotive fleet, build new stations, and expand the region’s passenger rail network.

For 2024, Metra’s total budget for operations and capital is \$1.668 billion. As shown in **Exhibit 1** below, this total includes \$1.093 billion for operations and \$574.9 million for capital investments. **Exhibit 2** shows all sources of funds and their relative percentages of Metra funding.

Exhibit 1
2024 FUNDING DISTRIBUTION
TOTAL \$1.668 BILLION

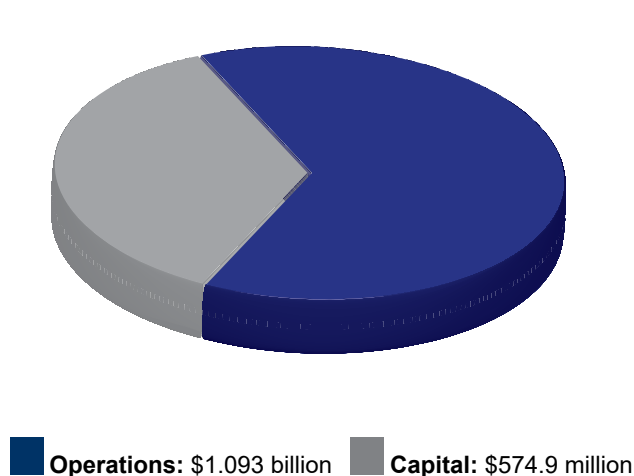
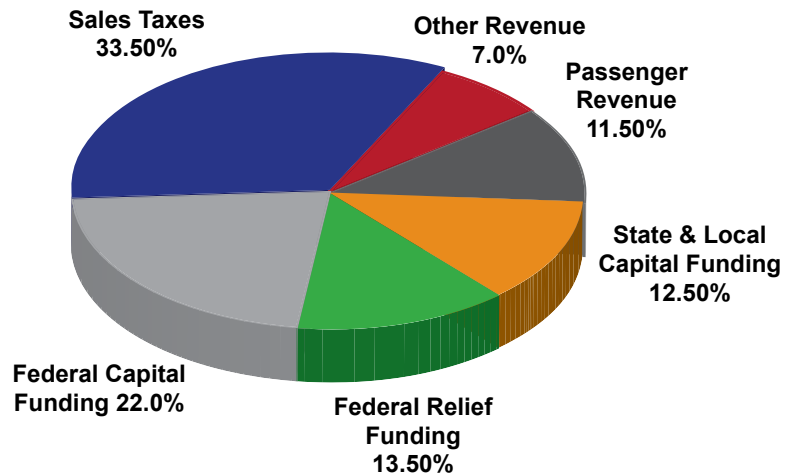


Exhibit 2
2024 SOURCES OF FUNDS
TOTAL 100%



OPERATIONS FUNDING

OVERVIEW

Metra has historically relied on two sources to fund i.e. operations: system-generated revenues and revenues from a regional transportation sales tax and partial state match. Revenue derived from operations consists primarily of passenger fare revenue, but also includes other revenue sources (i.e. other income), such as interest and investment income, lease and trackage income, advertising revenue, and reimbursements received from other government entities for performing work on their behalf. A more detailed discussion of revenue derived from operations can be found on **page 33**, as part of the discussion of Metra's 2024 Operating Budget and 2025-2026 Financial Plan. Tables detailing the revenue derived from operations are found on **pages 36-39**.

Most of Metra's public funding used for operating needs is passed through the RTA. Under the RTA Act, as amended in 2008, some of the funds are allocated to the service boards (CTA, Metra and Pace) based on a set formula; while other funds are allocated without legislative formula, and referred to as non-statutory or RTA discretionary.

Prior to the COVID pandemic, public funding for operations consisted of two main categories – Part I, which was distributed based on formulas included in the original RTA Act of 1983; and Part II, which was added in 2008 because of legislative funding changes that increased the amount and sources of funds and established a new allocation basis for additional funding. The main sources of funding for both Part I and Part II funding are the same – a regional sales tax that is authorized by Illinois statute, imposed in the six-county region of northeast Illinois, and collected by the state of Illinois; and a state sales tax matching grant from the Public Transportation Fund (PTF).

Beginning in 2020, Metra has received additional operating funds from the federal government, which were provided to offset lower ridership and related lower passenger fare revenue due to the COVID pandemic. In total, Metra has been allocated \$1.077 billion in COVID relief funding, of which \$430.1 million has been requisitioned and received through 2022, with another \$159.2 million projected to requisitioned and received during 2023. It is projected that \$487.1 million of federal relief funds will carry over into 2024.

A detailed look at the funding sources is provided on the next page.



FUNDING SOURCES – PART I

Sales Tax

The Part I sales tax amount represents the sales tax imposed by the RTA in the 1983 legislation. The sales tax rate for Part I is 1% in Cook County (including the City of Chicago) and 0.25% in the collar counties of Will, Lake, Kane, DuPage, and McHenry. The RTA retains 15% of the total sales tax and passes the remaining 85% to the service boards. **Exhibit 3** summarizes the distribution of Part I sales tax to the RTA and the service boards.

EXHIBIT 3
RTA PART I SALES TAX DISTRIBUTION

	RTA	% of Remaining 85%		
		CTA	Pace	Metra
Chicago	15%	100%	0%	0%
Suburban Cook	15%	30%	15%	55%
Collar Counties	15%	0%	30%	70%

The estimated funding mark for Metra’s share of Part I sales tax is \$402.4 million for 2024. The RTA estimate for 2024 Metra sales tax receipts is 2.9% higher than 2023 estimated levels and 6.5% higher than the amount included in the 2023 budget. The RTA estimate is based on a projection of current sales tax trends which continue to rise above prior year levels. In addition, Metra receives a 39% share of any sales tax remaining after RTA requirements are met from their original 15% allocation. This amount totals \$22.5 million for the 2024 budget year. In total, Metra is projected to receive \$424.9 million related to Part I sales tax, which represents approximately 34.7% of the total RTA region’s estimate of \$1.233 billion.

Public Transportation Fund (PTF)

Section 4.09 of the RTA Act establishes a Public Transportation Fund (PTF) in the State Treasury. The PTF is to be funded by transfers by the Illinois State Treasurer from the State General Revenue Fund or Road Fund. The amount transferred to PTF under Part I equals 25% of the net revenue realized from the Part I sales tax. All funds in the PTF are to be allocated and paid to the RTA, provided it meets the budgeting and financial requirements set forth in the Act.

PTF is allocated at the direction of the RTA Board of Directors. Metra does not receive any Part I PTF under the current funding agreement being used by the RTA, with CTA receiving 98% and Pace receiving 2%.

FUNDING SOURCES – PART II

Sales Taxes and Public Transportation Fund (PTF)

The passage of Public Act 95-0708 in January 2008 restructured RTA governance, oversight responsibilities, and funding. Under the new funding package, the regional sales tax rate was increased by 0.25% throughout the six-county region. An additional PTF grant from the state, equal to 30% of this additional sales tax and 5% of the existing Part I sales tax brings the total PTF match to 30% of sales tax collections. The 2008 Act also authorized the creation of a Real Estate Transfer Tax (RETT) in the City Chicago with the proceeds of the new RETT and 5/6 of a new 30% State match from PTF on RETT going to CTA.

Funds generated by the new package are pooled and then allocated by the same statute. After allocations to Pace for the provision of Regional ADA Paratransit service and under the Suburban Community Mobility Fund (SCMF); to the RTA for the Innovation, Coordination and Enhancement (ICE) fund; and to CTA for 25% match on their RETT; the remaining funds are allocated 48% to the CTA, 32% to Metra and 13% Pace.

The estimated Part II funding marks for Metra are \$135.5 million, or 21% of the total \$642.7 million of regional Part II sales taxes and Part II PTF matches.

FUNDING SOURCE REDUCTION - ADMINISTRATIVE SURCHARGES

With the adoption of the Illinois State Fiscal Year 2018 (“SFY18”) budget, the state imposed a 2% administrative surcharge on the RTA sales tax and a 10% reduction in PTF, reducing funds available for operations. For the SFY 2019 budget, the administrative surcharge was reduced to 1.5% and the PTF reduction lowered to 5%. The state ended the 5% reduction to PTF in the SFY 2022 Budget; however, the 1.5% administrative surcharge remains in effect.

Exhibit 4 below summarizes actual and projected sales tax and PTF trends.

Exhibit 4

REGIONAL SALES TAX & PUBLIC TRANSPORTATION FUND TRENDS (000s)

(\$ in millions)

	2022 Actual	2023 Estimate	2023 Budget	2024 Marks	2025 Marks	2026 Marks
Regional Funds						
Sales Tax - Part I	\$1,161.3	\$1,185.7	\$1,148.2	\$1,223.0	\$1,259.7	\$1,292.4
PTF Match to Sales Tax - Part I (25%)	294.6	301.7	289.8	307.5	319.7	328.0
Sales Tax - Part II	408.2	415.9	405.3	429.9	442.8	454.3
PTF Match to Sales Tax - Part II (+5% Part I)	205.0	206.9	205.2	212.8	221.2	227.0
Total Sales Tax and PTF	\$2,069.2	\$2,110.2	\$2,048.5	\$2,173.2	\$2,243.4	\$2,301.7
Metra Share of Regional Funds						
Sales Tax - Part I	403.2	410.0	396.8	424.9	440.4	456.1
Sales Tax - Part II	59.4	58.3	54.7	59.5	57.8	56.0
PTF Match to Sales Tax - Part II (+5% Part I)	72.8	74.2	72.1	76.0	79.0	81.0
Total Metra Share	\$535.5	\$542.6	\$523.6	\$560.4	\$577.2	\$593.1
Funding Sources						
Sales Tax - Part I	34.7%	34.6%	34.6%	34.7%	35.0%	35.3%
Sales Tax - Part II	20.2%	19.3%	18.9%	19.3%	18.1%	17.1%
PTF Match to Sales Tax - Part II (+5% Part I)	17.8%	17.8%	17.8%	17.7%	17.8%	17.8%
Total Metra Share (%)	25.9%	25.7%	25.6%	25.8%	25.7%	25.8%

FUNDING SOURCES – FEDERAL COVID RELIEF FUNDING

Due to the COVID-19 pandemic, Metra (and other local and nationwide transit agencies) experienced a significant reduction in ridership and related passenger revenues. To help offset these reductions, Metra received federal relief funds in the amounts of \$479.2 million under the 2020 Coronavirus Aid Relief and Economic Security (CARES) Act, \$83.4 million under the 2020 Coronavirus Response Relief Supplemental Appropriations (CRRSA) Act, and \$513.8 million under the 2021 American Rescue Plan (ARP) Act. After requisitioning \$177 million of federal relief funds in 2020, \$115.9 million in 2021, and \$137.2 million in 2022, Metra projects it will use \$159.2 million in 2023, leaving \$487.1 million available to be carried into 2024 and thereafter. Metra projects that it will use \$223.7 million in 2024 to balance its budget, leaving \$263.4 million remaining for the 2025-2026 plan period. This amount is expected to be fully exhausted during 2026.

2026 AND THEREAFTER DEFICIT FUNDING

Metra’s 2026 Plan projects a deficit of \$274.7 million after exhaustion of remaining federal COVID relief funds. Metra will require additional, but currently unidentified, new funding sources or must implement other budget-balancing actions in 2026 to cover the anticipated deficit.

Longer term, additional funding sources will need to be identified and enacted to fund the robust service levels that residents of the northeast Illinois region have come to expect from Metra, and to achieve the sustainability and equity goals that the region has set. However, if no additional funding is provided, and if there is no corresponding recovery ratio relief, Metra will be forced to make difficult and painful decisions that could have longer term impacts on public transportation in the Chicago region as well as negatively impact the achievement of the region’s goals.

A more detailed discussion of Metra’s 2024 Operating Budget and 2025-2026 Financial Plan begins on **page 31**. Tables detailing the budget and financial plan are found on **pages 36-39**.

CAPITAL FUNDING

Capital funding sources provided to Metra have historically been inadequate to preserve, let alone enhance, the regional passenger rail system that Metra inherited in 1984. Many guideway structures and infrastructure assets that Metra owns or uses date back to the early 1900s or even late 1800s. For example, every day Metra trains traverse 400 bridges that are more than a century old. One of Metra's most pressing and underfunded needs to address is a funding strategy to rehabilitate and replace bridges. Yet, the 2024-2028 Capital Program does not have enough funding to sufficiently address the capital outlays for bridges and many other aging assets.

Simply put, Metra's critical infrastructure continues to age at a rate faster than we can afford to repair and replace it. Of additional concern, insufficient capital funding sources negatively impact the operating budget, as it must cover increased maintenance and emergency repair costs. The Federal Transit Administration (FTA) uses the term state of good repair (SGR) to refer to the "state in which a transit agency preserves its physical assets in compliance with a policy that minimizes asset life-cycle costs while preventing adverse consequential impacts to its service." Metra's SGR need continues to grow as the cost to maintain and replace the assets that it inherited is greater than the amount of available capital funds. Although Metra has programmed more than \$7.5 billion to improve assets across the system since 1984, Metra's SGR backlog stands at approximately \$12.1 billion.

The most reliable and significant capital funding source in Metra's capital budgets are FTA's federal formula funds that are allocated annually to Metra and other transit agencies. FTA formula funding has been relatively inadequate over the years when considering the size and age of Metra's system. Infrastructure bonds have occasionally provided a surge of funds for Metra's capital program, as the state of Illinois and RTA issue bonds approximately every ten years and five years, respectively. Metra itself has never issued debt since the agency's formation nearly 40 years ago but had capitalized residual funds from the operating budget, a practice that was paused in 2020. During the global pandemic, the federal government provided substantial operating funding assistance that came with restrictions on capitalizing fare box revenues. One other routine funding source, established 15 years ago, is the RTA's Innovation, Coordination, and Enhancement (ICE) program that provides a few million dollars of local funds each year for specific enhancement and coordination projects.

Over the past few years, the state of Illinois and the federal government have recommitted to invest in transit. In 2019, Rebuild Illinois was signed into law and created the PAYGO funding stream and provided Metra with capital funding from the proceeds of state bonds. In November 2022, the Bipartisan Infrastructure Law significantly increased the amount of federal funds provided to Metra and other transit agencies. Metra's annual federal formula funding increased by 30% due to the reinvestment authorized by the Bipartisan Infrastructure Law. In addition, Metra staff have been diligently working to earn competitive discretionary grant awards, for which we have successfully secured nearly \$300 million of additional capital funds over the past five years. However, assuming the annual capital funding amounts maintain status quo with the 2024-2028 sources outlined in this budget book, the funding will still be insufficient to meet Metra's needs and reduce its SGR backlog. Continuing with the current capital funding levels, Metra's SGR backlog is projected to increase from \$12.1 billion to \$35.2 billion by 2044, in 20 years. The bottom line is that Metra must continue to seek additional capital funding sources.

RIDERSHIP FORECASTS

Ridership steadily recovered throughout 2023, starting at an average of 114,000 passengers per weekday in January and growing to an average of 157,000 in August, approximately 55% of pre-COVID weekday ridership. Average weekday ridership modestly increased in the first quarter of 2023, approximately 4% in both February and March. April experienced more significant ridership growth when average weekday ridership increased 9% from the previous month. Factors contributing to this increase include the start of the Kennedy reconstruction project, service increases on the Union Pacific Northwest Line (UP-NW), and the ongoing post-pandemic return of commuting to workplaces on public transit. From May to August, ridership continued to grow at a more modest rate of approximately 3% per month.

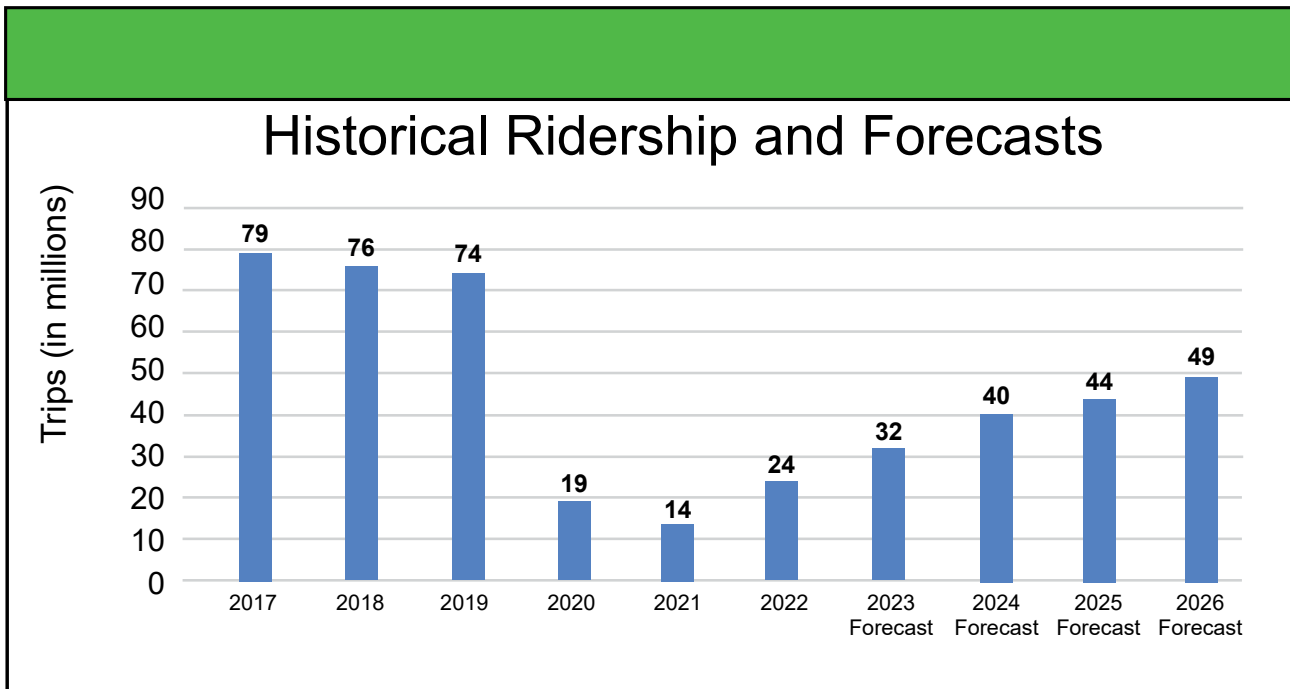
Metra’s passenger load data has continued to show the post-pandemic trend of ridership notably higher on Tuesdays, Wednesdays, and Thursdays and lower on Mondays and Fridays. This ridership pattern is reflective of hybrid work schedules that require a mix of in-office attendance and remote-work days per week, which have become popular at major employers.

Weekend ridership continues to have a higher ridership recovery than weekday ridership. Saturday and Sunday ridership have recovered to 81% and 92% of pre-COVID levels and have remained near those levels since April. Metra continues to be a popular travel option for large, downtown events. For example, Metra experienced its highest post-pandemic ridership day on the Thursday of this year’s Lollapalooza music festival, with 194,700 trips.

Metra expects to provide approximately 32 million passenger trips in 2023, which is about 44% of pre-COVID ridership. Metra expects the modest and steady ridership growth seen in recent months to continue over the next year, as employers continue hybrid work schedules. Metra forecasts ridership to reach 40 million in 2024, which is about 54% of pre-COVID levels. Beyond 2024, due to the uncertainty of hybrid work schedules and the rate employees will be traveling to their workplace, Metra assumes 10% ridership growth to occur in 2025 and 2026, resulting in 44 million and 49 million rides, respectively. **Exhibit 5** shows annual ridership trends back to 2017 and forecasted ridership through 2026. Additional information on ridership trends forecasts can be found on **pages 59 and 60** in the appendix.

Exhibit 5

METRA SYSTEM HISTORICAL RIDERSHIP AND FORECASTS



FARES

Metra has proposed a complete revamp of its fare structure for 2024, replacing the existing 10-zone distance-based structure with a four-zone structure. The goal is to make it easy-to-understand, encourage ridership, simplify onboard fare collection, and meet Metra's financial and technical constraints. The effort conforms with goals in Metra's newly adopted strategic plan, including enhancing service to grow ridership, ensuring the riding experience is safe, easy and enjoyable, and innovating to become more efficient and effective. Fares under the new structure are set at or below pre-pandemic levels. Promotional fares introduced during the pandemic are being discontinued. If approved, the proposed fares will go into effect Feb. 1, 2024.

Metra proposed the changes in June 2023 and sought public input in the following months, including by launching a survey with more than 14,000 respondents. Some of the survey findings were:

- The largest share of survey respondents agreed or strongly agreed (55%) with the proposal's goals.
 - Another 22% of respondents were neutral while 22% disagreed or strongly disagreed.
- The largest share of survey respondents agreed or strongly agreed (53%) with the updated fare zones included in the fare proposal.
 - Another 25% of respondents were neutral while 22% disagreed or strongly disagreed.
- The largest share of survey respondents agreed or strongly agreed (40%) with updated ticket options included in the fare proposal.
 - Another 24% of respondents were neutral while 36% disagreed or strongly disagreed.

After fine-tuning the plan, it has now been incorporated into this 2024 budget proposal.

Under the proposal, the following changes would be implemented:

- The existing 10 fare zones would be discontinued and replaced with four zones for One-Way Tickets, weekday Day Passes and Monthly Passes. Downtown stations would be assigned to Zone 1 and outlying stations would be assigned to Zones 2 through 4 based on a combination of distance from downtown, service patterns and ridership characteristics specific to each line. Trips not originating or terminating downtown would receive the lowest fare in an attempt to grow new types of ridership.
- **The 10-Ride Ticket** would be replaced with a new fare product, a **Day Pass 5-Pack**. The 5-Pack would only be available on the Ventra app and priced the same as the 10-Ride Ticket (9.5 times the cost of a One-Way Ticket). The passes in the 5-Pack would not need to be used on consecutive days; they could be used on any five days within a 90-day period after purchase. Passes in the 5-Pack could be shared by up to five people traveling together.
- **Incremental Fares**, which are a surcharge to travel beyond the zones indicated on the ticket, would be discontinued. Riders would now be required to buy a ticket valid for the trip they are taking.



Under the new fare structure, **Reduced Fares** of roughly 50% would still be available for senior citizens 65 or older, customers with disabilities and Medicare cardholders who possess an RTA-issued Reduced Fare Permit. Those enrolled in the Illinois Benefit Access program with an RTA-issued Ride Free Permit would still be eligible to ride free. Reduced Fares would also be available for K-12 students and active-duty military personnel.

The proposed changes to the fare structure would not change the following fare products and prices:

- The **\$30 Regional Connect Pass** would be available to Monthly Pass buyers for unlimited rides on CTA and Pace.
- The **\$7 Saturday, Sunday, or Holiday Day Pass** would be available, and the **\$10 Weekend Pass** would be available on the Ventra app only.

In addition to these changes, the Fair Transit South Cook program, a three-year pilot sponsored by Cook County that temporarily lowered fares on the Metra Electric and Rock Island lines, will end Jan. 31, 2024. **Exhibit 6** below outlines the changes under the proposed fare structure.

Exhibit 6
PROPOSED FARE STRUCTURE



Ticket Options and Fares

Full Fare Pricing by Zone				Reduced Fare* Pricing by Zone				Purchase Options		
1 2	1 2 3	1 2 3 4	2 3 4	1 2	1 2 3	1 2 3 4	2 3 4	AT Station	ON Phone	ON Train
Trips not going to Zone 1 should use the pricing listed in the 2-3-4 column.										

Riding Today Only?	Zone 1	Zone 2	Zone 3	Zone 4	Zone 1	Zone 2	Zone 3	Zone 4	AT Station	ON Phone	ON Train
One Way A one-way, single ride ticket between selected zones. Expires three hours after purchase.	\$3.75	\$5.50	\$6.75	\$3.75	\$1.75	\$2.75	\$3.25	\$1.75	•	•	•
Day Pass Unlimited rides all day between selected zones. Expires at 3 a.m. the next day.	\$7.50	\$11.00	\$13.50	\$7.50	\$3.50	\$5.50	\$6.50	\$3.50	•	•	
Savings for Frequent Riders!											
Day Pass 5-Pack <i>Save 5%</i> Ventra app only. Five Day Passes that can be used on any five days within 90 days of purchase. Each Day Pass expires at 3 a.m. the next day. Can be shared by up to five people traveling in a group.	\$35.75	\$52.25	\$64.25	\$35.75	\$17.50	\$26.00	\$32.00	\$17.50		•	
Monthly Pass <i>Save 15% or more if you ride more than 2 days per week.</i> Unlimited rides for a calendar month between selected zones. Available from the 20th to the 12th. Expires at noon on the first business day of the next month.	\$75.00	\$110.00	\$135.00	\$75.00	\$37.50	\$55.00	\$67.50	\$37.50	•	•	
Savings for Weekend Riders!											
Saturday, Sunday, or Holiday Day Pass Unlimited rides systemwide on either Saturday or Sunday or major holidays. Expires 3 a.m. the next day.	\$7.00				Not Applicable (\$7.00)				•	•	•
Weekend Pass Ventra app only. Unlimited rides systemwide on Saturday and Sunday. Expires at 3 a.m. the next day following the weekend.	\$10.00				Not Applicable (\$10.00)					•	
Frequent Rider also using CTA or Pace?											
Regional Connect Pass Must be purchased with a Monthly Pass. Valid for unlimited trips on CTA buses and trains and Pace buses for a calendar month. Expires at 12 p.m. the first business day of the following month.	Cost of Monthly Pass + \$30.00				Cost of Monthly Pass + \$30.00					•	

SERVICE PLAN

As of September 2023, Metra was operating 96% of pre-COVID weekday service (662 trains vs. 692 trains). Metra continues add trains to its schedules, to provide service that is responsive to the region's changing travel patterns as ridership returns from the COVID-19 pandemic. Metra has used the disruption created by the pandemic to review its schedules, many of which had been relatively unchanged from those the agency inherited when it was formed in 1984.

Metra launched several pilot schedules beginning in 2021. These schedules, which were introduced on the BNSF, Metra Electric, Rock Island, and Union Pacific North lines, followed Metra's service principles, which include more regular frequencies, consistent stopping patterns, and an emphasis on off-peak service. The service principles were designed to move toward a "regional rail" service model, and Metra has seen ridership gains following the implementation of the new schedules.

In 2022 and 2023, Metra launched pilot schedules on the SouthWest Service, the Union Pacific Northwest, and the Union Pacific West lines, also following Metra's service principles. These pilot schedules and the pilot schedules launched in 2021 will form the basis of the permanent schedules moving forward.

In the past year, Metra has also added service to the Milwaukee North, Milwaukee West, North Central Service, and Metra Electric lines. In 2024, Metra will continue to review ridership demand and operations and adjust its schedules, when possible, even piloting new types of service such as revised weekend schedules, continuing efforts to capture ridership and better align schedules with Metra's service principles. In addition, capital work in 2024 may require temporary adjustment of schedules. Specifically, a major project in joint operation with NICTD to increase capacity and renew infrastructure between 11th Place and Millennium Station may require temporary reductions of Metra Electric service.

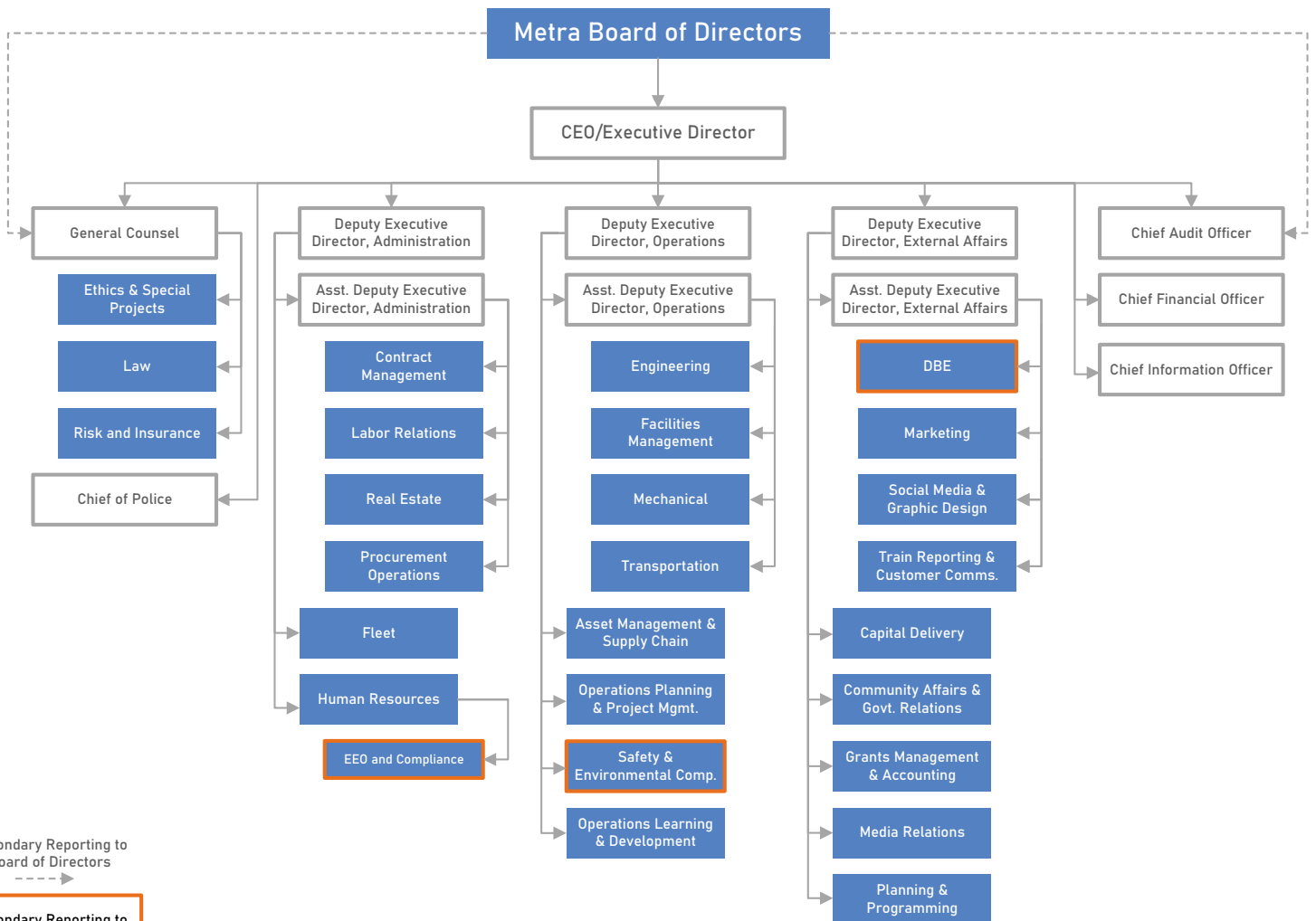


ORGANIZATION

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 7**.

Exhibit 7
METRA ORGANIZATIONAL CHART

Metra Organizational Chart



Secondary Reporting to Board of Directors
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Secondary Reporting to CEO/Executive Director

Updated August 2023

OPERATIONS

Metra's rail operations are overseen by the Deputy Executive Director, Operations, who provides executive direction and guidance to the Assistant Deputy Executive Director, Operations who oversees the chief officers of the Engineering, Facilities Management, Mechanical, and Transportation departments. The Deputy Executive Director Operations also directly oversees the Asset Management & Supply Chain, Operations Planning and Project Management, Safety and Environmental Compliance, and Operations Learning and Development 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.

Assistant Deputy Executive Director – Operations

This position directly oversees the agency's Engineering, Facilities Management, Mechanical, and Transportation departments.

Engineering

Engineering is responsible for building and maintaining 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 fixed assets on the freight lines where Metra trains operate. The Engineering Department is divided into two major groups: Capital Projects and Maintenance.

Facilities Management

This department oversees the day-to-day management and maintenance of the Metra headquarters building at 547 W. Jackson Boulevard.

Mechanical

Mechanical coordinates and oversees the repair, inspection, cleaning, rebuilding, replacing, and maintenance of more

than 1,200 pieces of rolling stock used in commuter service. The department's goal is to provide safe, clean, and reliable service while maintaining the fleet to the standards of the Federal Railroad Administration, Association of American Railroads, American Public Transportation Association, and the original equipment manufacturers.

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 Dispatching Office, PTC Deployment and Regulatory Compliance, and the Crew Management Center.

Asset Management & Supply Chain

The department operates Metra's storehouses and is responsible for maintaining and distributing supplies needed for operations. The department also oversees the agency's Transit Asset management (TAM) Plan as required by the Federal Transit Administration (FTA).

Operations Planning & Project Management

The department reviews data related to Metra service ridership, and fares as well as managing the reporting of operations related data to the Metra Board, federal agencies, and other internal and external groups. The department also oversees the development of Metra's train schedules and the agency's adherence to Title VI of the Civil Rights Act and other equity standards in the provision of service.

Safety & 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 and has a secondary line reporting to the CEO. The department also reports railroad incident and accident data to federal and state regulatory agencies. The department also oversees rail safety education and outreach programs. The department's environmental compliance function includes inspection and testing for environmental safety (air quality, hazardous materials storage, etc.) at Metra-controlled facilities. It also oversees environmental mitigation, employee training, and the agency's hazardous waste disposal program.

Operations Learning & Development

This department is responsible for job skills training and certification for all operations employees. This includes training and certification for railroad engineers and conductors and dispatchers as well as skills training for Mechanical and Engineering department employees. The department is also responsible for rules training and testing for engineering and transportation employees as required under federal regulations (49 CFR 240).

ADMINISTRATION

Metra's administrative activities are overseen by the Deputy Executive Director, Administration. The Administration Division is principally charged with providing the agency's administrative support resources. The division is comprised of the Contract Management, Labor Relations, Real Estate, Procurement Operations, Fleet and Human Resources.

Assistant Deputy Executive Director – Administration

This position directly oversees the agency's Contract Management, Labor Relations, Real Estate, and Procurement Operations departments.

Contract Management

Contracts performs the day-to-day management and periodic renegotiation of various contracts with other railroads and utility providers.

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. This includes representing Metra in arbitration with respect to minor disputes and the ongoing negotiations to reach amicable settlements and avoid a major dispute with its unions as defined by the Railway Labor Act.

Real Estate

The Real Estate Department is responsible for the leasing and administration of Metra-owned property and real estate assets. The department participates in real estate property acquisition for station and parking areas, managing station and vendor facilities, and ensuring that utility easements placed on Metra property comply with Metra’s engineering standards. It also oversees advertising contracts for display advertising at Metra-owned facilities and on Metra trains.

Procurement Operations

Procurement serves the entire agency by soliciting and procuring the goods and services required for both service operations and capital projects.

Fleet

This department manages Metra’s nonrevenue vehicle fleet.

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; effectively manage and administer compensation; negotiate and administer benefit programs that provide quality and value; administer medical leaves and related services; promote wellness; provide confidential and efficient records administration; ensure Metra’s policies and procedures comply with all laws governing employment, benefits and

other ancillary services. Functions within the department are divided as follows: Compensation, Benefits and HRIS, EEO and Compliance, HR Operations, Organizational Development and Culture, and Talent Acquisition and Business Support.

EEO & Compliance

Equal Employment Opportunity has a secondary line of reporting to the CEO. It 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.

EXTERNAL AFFAIRS

This area’s activities are overseen by the Deputy Executive Director for External Affairs and include the agency’s Diversity & Business Enterprise, Marketing, Social Media and Graphic Design, Train Reporting and Customer Communications, Capital Delivery, Community Affairs and Government Relations, Grants Management and Accounting, Media Relations, and Planning and Programming.

Assistant Deputy Executive Director – External Affairs

This position directly oversees the agency’s Office of Diversity and Business Enterprise, Marketing, Social Media and Graphic Design and Train Reporting and Customer Communications departments.

Office of Diversity & Business Enterprise

The department is responsible for the administration of the Disadvantaged Business Enterprise (DBE) program in accordance with the mandates and regulations of the FTA and other federal, state, and local government statutes. The department ensures nondiscrimination in the award and administration of Metra contracts.

Marketing

Marketing Department is responsible for marketing promotions and business development with internal and external stakeholders.

Social Media & Graphic Design

This department maintains and develops content for the agency’s social media channels, responds to customer emails, and provides print and design services for the agency’s publications and graphic materials.

Train Reporting and Customer Communications

Train Reporting and Customer Communications (TRACC) is responsible for passenger services, ticket services, ticket agents, and station staff. This department operates the agency’s TRACC Center, monitoring train movements on Metra’s 11 lines and providing real-time updates on train service. The department also conducts station inspections and oversees projects that help ADA passengers navigate the Metra system.

Capital Delivery

The Capital Delivery Department ensures Metra is positioned to effectively utilize capital funding. The department coordinates the tasks and deliverables required to successfully complete capital projects. The department also oversees the design and construction of Metra capital projects and the contractors implementing these projects.

Community Affairs & Government Relations

Community Affairs 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. Government Relations 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.

Grants Management & Accounting

Grant Management is responsible for various aspects of grant award management from grant award through close out. The group is divided into four sections: Grant Development, Project Implementation, Grant Reimbursement, and Grant Accounting.

Media Relations

The Media Relations Department acts as Metra's primary channel for communications with the media, riders, and stakeholder groups about Metra services, policies, and initiatives. The department produces content for both agency and public communications and oversees Metra's website (metra.com).

Planning & Programming

The Planning and Programming Division includes Program Development and Grant Pursuits, and Long-Range Planning departments. Program Development and Grant Pursuits develops Metra's capital program and any amendments and prepares all discretionary funding grant applications. The Long-Range Planning Department identifies new opportunities to expand and enhance the rail system. Long-Range Planning also participates in studies led by other entities that will impact Metra and develops and tracks ongoing progress of Metra's strategic plan.

GENERAL COUNSEL

The General Counsel, who reports directly to the CEO and the Metra Board of Director, provides legal guidance and support to the Board of Directors, the executive team, and every department within the organization.

Ethics & Special Project

The Chief Ethics Officer reports to the General Counsel and is responsible for overseeing Metra's compliance with the State Officials and Employees

Ethics Act. The officer also conducts some of Metra's internal investigations and often acts as a liaison without outside agencies, including the Office of Executive Inspector General for the Agencies of Illinois.

Law

The Law Department is comprised of three areas: General Corporate, Litigation, and Real Estate. The department focuses on preventing legal issues and defending the agency's position if issues arise.

Risk & Insurance

This department reports to the General Counsel and is responsible for the agency's risk management and insurance needs.

POLICE

The Metra Police Department serves and protects commuters using the Metra system and Metra's property. The department's mission 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 the Metra system. Metra Police actively engage with first responders as well as local, state, and federal agencies during service disruptions and partner with these agencies on security planning.

AUDIT

The Audit Department is overseen by 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.

FINANCE

Finance is headed by the Chief Financial Officer and divided into four groups: Accounting, Budget Management and Analysis, Business Efficiency and

Process Improvement, and Treasury. The department's core mission is to provide accurate financial information so that Metra can run its business efficiently. Accounting is responsible for the accurate and timely processing of transactions and production of financial statements. Budget Management & Analysis produces the annual budget, monthly variance reports and reviews financial statements, operating reports and invoices from freight railroads that have purchase-of-service, track, or joint facility agreements with Metra. Business Efficiency and Process Improvement identifies and leads strategic initiatives to increase process efficiencies and trains agency staff to use Lean Six Sigma principles. Treasury processes all collections and disbursements made by the organization. The group also handles the agency's banking, borrowing, or investing needs.

INFORMATION TECHNOLOGY

This group is divided into six teams: Administration Technology Deployment; Administration Technology Development and Support; Cybersecurity; Network Services; Operations Technology Strategy and Development; and Special Projects Delivery. The Administration Technology Deployment team is responsible for maintaining all package solutions that reside in the Cloud (ERP, Kronos). The Administration Technology Development and Support Team is responsible for the development and support of all custom built, non-operational back-office software solutions. Cybersecurity is responsible for securing the agency's IT infrastructure and data. The Network Services Team is responsible for building, maintaining, and/or supporting the technical architecture for all hardware and software solutions. The Operations Technology Strategy, Development and Support Team is responsible for defining the technical strategy to support the operational side of the business and Special Project Delivery supports the IT components of special projects agency wide.



OVERSIGHT

ILLINOIS INSPECTOR GENERAL

The Office of Executive Inspector General for the Agencies of the Illinois Governor (the OEIG) serves as the 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, its toll-free hotline (866-814-1113), TTY (888-261-2734), fax (312-814-5479) or by mail at OEIG, ATTN: Complaint Division, 69 West Washington Street, Suite 3400, Chicago, IL 60602.

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. The CAB is intended to reflect the geographic, ethnic, and economic diversity of the six-county region. CAB members are appointed to two-year terms and serve without compensation. The Board 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 69](#).

ADA

In compliance with the requirements of the Americans with Disabilities Act (ADA), most 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 191 fully accessible stations and 10 partially accessible stations throughout the six-county region. These represent our busiest stations used by more than 96% of our riders.

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 February 2023, the Metra Board of Directors adopted the agency’s new strategic plan, *My Metra, Our Future*, an update to Metra’s first strategic plan, *On Track to Excellence*. This new plan includes new mission, vision, and goals to guide the agency’s decision-making for the next five years (2023-27). The plan addresses a variety of new challenges brought on by the pandemic, including how Metra can address evolving travel demands.

The new **mission statement** describes where Metra is now, and how it excels:

*Metra provides safe, reliable, efficient, and affordable **commuter rail** service that enhances the economic and environmental health of Northeast Illinois.*

Metra recognizes the need to evolve with ridership trends. In response to post-pandemic travel patterns that may have permanently changed the transit industry, Metra developed a new aspirational **vision statement**:

*To proactively address evolving transportation needs, Metra will provide **regional rail** service that supports sustainable connected communities*

REGIONAL VS. COMMUTER RAIL

Metra is still committed to peak-period service for downtown work trips, but the agency must also adapt to changes in rider behavior and demand. Following the pandemic, riders have indicated that they are looking for Metra service to provide more options and flexibility. Metra’s new vision challenges it to provide more frequent service throughout the day wherever it can – what’s known as a regional rail model. **Exhibit 8** below illustrates the difference between traditional commuter rail service and regional rail service.

Exhibit 8

TRADITIONAL COMMUTER RAIL VS REGIONAL RAIL SERVICE

Commuter Rail Characteristics	Regional Rail Characteristics
<ul style="list-style-type: none"> Operates at a higher frequency during peak periods and a significantly lower frequency off-peak Schedules are more oriented to twice-a-day commuters Midday and weekend service is relatively infrequent Trains operate at specific times rather than at regular intervals 	<ul style="list-style-type: none"> Whenever possible, includes service at regular intervals with consistent stopping patterns throughout the day Service is not just oriented around bringing commuters to the urban center Provides an all-day transportation option for all trip types throughout the region Significant service during rush-hour to meet travel demand, but less frequent peak service than traditional commuter rail

STRATEGIC GOALS

The plan describes five new strategic goals driving the agency's activities. Each goal has numerous objectives and associated key performance indicators (KPIs). Metra is monitoring progress through quarterly reporting on the KPIs.

The five strategic goals and initiatives connected to each goal are described below.

GOAL: ENHANCE SERVICE TO GROW RIDERSHIP AND PROVIDE MOBILITY CHOICES

Metra will proactively move toward a regional rail service model to meet evolving transportation needs and ridership trends that emerged from the COVID pandemic. Our service will be available at more frequent intervals throughout the day and be a choice for all trips. We will also explore pragmatic opportunities for new service options within the region.

Initiatives under this goal include:

- During the COVID-19 pandemic, Metra reduced service due to lack of demand. As the region emerged from the restrictions of the pandemic and riders returned, we have been restoring service to attract and encourage ridership. To date, Metra has restored more than 80% of peak service and 107% of non-peak and weekend service.
- In 2023, Metra initiated a Route Restoration Study (RRS) to examine additional ways to capture user trips and increase ridership and ultimately use study findings to modify and develop future service schedules. The RRS will inform the development of the Systemwide Network Plan (SNP), which began in 2023 and will be completed in 2025. The SNP will define how Metra implements its regional rail vision, including the capital and operating plans over the next 20 years.
- To attract new riders and welcome back longtime users, Metra implemented new fare products in recent years that are easy to understand, affordable, and responsive to new commuting patterns. These fare products included Day Passes, Super Saver Monthly Passes, and reduced fares on the Metra Electric and Rock Island lines. Metra has also proposed a new fare structure that will further simplify our fare system, reduce the number of fare zones, and make intermediate trips more affordable.
- Metra was selected by the Illinois Department of Transportation (IDOT) to be the operator of intercity service between Chicago and Rockford starting in 2027. The new intercity service and all associated capital improvements will be funded entirely by IDOT.
- Metra is completing construction of two infill stations within the City of Chicago. In 2024 and 2025, respectively, new stations will open at Peterson Ridge on the Union Pacific North Line and at Auburn Park on the Rock Island Line.

GOAL: ENSURE THE METRA EXPERIENCE IS SAFE, EASY, AND ENJOYABLE FOR ALL OUR CUSTOMERS

To remain a competitive transportation option and attract new customers, Metra must ensure that our service is as safe as possible and intuitive to use for everyone, regardless of ability, age, socioeconomic status, or language spoken. *My Metra, Our Future* continues the previous strategic plan's initiatives to enhance the rider experience by implementing programs that enhance station and wayfinding signage, provide real-time travel information at stations, and rehabilitate stations.

Related initiatives include:

- In a continued effort to increase visibility, the Metra Police Department conducted nearly 60,000 station checks throughout the Metra system in 2022 and is on pace to exceed that in 2023. Metra Police conducted nearly 5,000 train rides in 2022 and are on pace to match that in 2023. In addition, Metra Police increased their grade crossing enforcement details to proactively monitor locations where train vs. vehicle incidents have occurred.
- Metra has invested more than \$15 million in the installation of interior passenger seating cameras and DVR systems. Through the first two quarters of 2023, cameras have been installed in 45 locomotives, 147 cab cars used in diesel service, and 183 Highliner cars used on the Metra Electric Line.
- Metra implemented the Metra Electric Community Initiative, a multiyear plan to improve 13 stations on that line. Work began at four stations: Homewood, 79th, 87th, and 103rd in 2023. The projects will renew station facilities and improve accessibility features, such as elevators, to increase transportation options for people with disabilities.
- In 2022, Metra invested \$19.1 million in its stations and public facilities and completed 51 station beautification projects.

- Metra performs ongoing surveys to learn about customer satisfaction and solicit feedback on a variety of topics. Riders can access the survey via their phone by scanning QR codes placed throughout trains. Through mid-2023, the survey results state that about 70% of respondents are satisfied with Metra.
- Metra has budgeted and contracted \$375 million for the purchase of 200 new bi-level railcars to be used throughout the existing Metra system. The new railcars, which we will begin to deploy in 2025, mark the biggest change to our railcar design since the 1950s, and will improve the onboard experience.
- Metra uses IssueTrak software to ensure that customers' comments are formally tracked, assessed, and responded to in a timely manner. Through the first half of 2023, Metra has received 5,592 customer comments.
- Metra uses Twitter, Facebook, Instagram, YouTube, and LinkedIn to communicate and engage with its customers. Metra currently has 151,172 followers across all social media platforms, which is an 11% increase from 2022. From June 1, 2022, through May 31, 2023, Metra logged 1,388,382 engagements with social media users across all platforms, a 5.4% increase from the prior year.

GOAL: ATTRACT A DIVERSE WORKFORCE AND INVEST IN OUR EMPLOYEES

Metra's future relies on our ability to attract, develop, and retain a diverse, skilled workforce. In 2020, we initiated the *My Metra* campaign to keep our employees connected during the pandemic, strengthen our commitment to each other and the riders we serve, and acknowledge all our contributions in providing quality service to riders.

Ongoing activities for workforce development and satisfaction are:

- In 2022, Metra began to implement a comprehensive Diversity, Equity, and Inclusion (DEI) initiative that includes assessing our current climate, creating a DEI strategy, building employee skills, executing our DEI initiatives, and assessing progress. More than 2,300 staff participated in DEI training in 2023.
- Metra is continuing to develop a workforce that is more diverse than the labor market. In the first half of 2023, female applicants for employment at Metra were a higher proportion (38%) than the female share of the labor force (33%). Overall, 42% of Metra applicants were from underrepresented groups in Metra's labor force compared to 22% of Metra's existing labor force. In the first two quarters of 2023, approximately 30% of Metra new hires were from those underrepresented groups.
- Metra has partnered with Gallup, Inc. to conduct employee engagement surveys to establish areas of the current culture that are successful and areas of the current culture that need improvement.
- Metra continues to expand and encourage participation in professional development opportunities to improve employee performance and job satisfaction. More than 300 employees have participated in 18 professional development courses offered internally by Metra in the first half of 2023. More than 30 employees utilized Metra's college tuition reimbursement program.
- In 2022, Metra implemented a Regional Ridership Benefit Policy. It allows Metra employees (and all service board employees) to ride Metra, Pace, and CTA for free. The policy encourages use of the regional transit system and provides additional eyes, ears, and perspectives on our system.



GOAL: INNOVATE TO BECOME MORE EFFICIENT AND EFFECTIVE

A legacy system like Metra has many aging assets approaching or past their useful lives. Reliable rail service depends on their ongoing maintenance and improvement. Metra has implemented numerous initiatives to maximize the utilization of capital assets, deploy innovative tools, and adopt new, data-driven practices to leverage funding sources and improve our system efficiently and effectively.

Metra's work to improve efficiency and effectiveness is an ongoing process, and has included the following activities:

- Metra is pursuing alternative funding sources for our capital program. In 2023, Metra received its largest discretionary grant award ever – \$117 million from the USDOT to fund the Metra UP North Rebuild: Fullerton to Addison project to replace 11 bridges. This single grant nearly equals all the discretionary grant funding the agency received from 2020 through 2022. Other grant opportunities pursued in 2023 include: FRA's Consolidated Rail Infrastructure and Safety Improvements (CRISI) program, CMAP's Surface Transportation (STP) and Congestion Mitigation and Air Quality Improvement (CMAQ) programs, IDOT Transit Planning program, and USDOT's Rebuilding American Infrastructure with Sustainability and Equity (RAISE) programs
- Metra worked with the region's other service boards to offer a fare product that improves connectivity/transfers from Metra to Pace and CTA: the "Regional Connect Pass". For \$30, Metra monthly passholders can get unlimited monthly rides on CTA and Pace.
- Metra keeps its IT infrastructure safe through the implementation of a cybersecurity plan. Metra is currently implementing phase two of its plan, which will upgrade software and hardware to help prevent cyber-attacks. Employees are required to take cybersecurity training classes to prevent security breaches.

GOAL: BE A SOCIALLY RESPONSIBLE ORGANIZATION COMMITTED TO EQUITY AND SUSTAINABILITY

To advance transportation equity, Metra has identified and implemented policies and projects to better meet the transit needs of historically disadvantaged populations, which include communities of color, low-income households, and the disabled. Metra has also implemented programs that address equity within the organization, such as APTA's Racial Equity Commitment Pilot Program. Metra also works to support the region's mobility needs in a manner that has the least environmental impact.

Our equity and sustainability achievements include:

- Metra is committed to having a diverse work force on projects, both internally and with our contracting teams. In 2022, Metra met our federal disadvantaged business enterprise (DBE) contracting goal of 21% and our non-federal DBE goal of 14%. In the first two quarters of 2023, Metra awarded more than 50 contracts to DBE firms.
- In 2023, Metra began incorporating equity and equality scoring in our capital programming decision-making. Thirty-eight percent of projects selected for Metra's 2023 capital program are within or adjacent to census tracts in historically disadvantaged communities.
- Metra has initiated several programs to reduce emissions from its diesel trains and rubber-tired fleet, including:
 - Metra continued the ongoing rehabilitation program of its older locomotives. Metra released an RFP for the mid-life overhaul of 21 F59PHI locomotives in 2023. The locomotives will be upgraded from Tier 0+ to Tier 3 emissions standards, reducing their CO2 output by up to 70%.
 - Metra is recommended to receive a \$169.32 million grant to purchase 16 zero-emission two-car battery powered trainsets. Metra estimates that replacing one old diesel locomotive with a zero-emission locomotive will reduce nitrogen oxide (NOx) emissions by more than 30 tons per year.
 - In August 2023, Metra issued an RFP to procure an electric-powered switcher locomotive for the 47th Street Rail Yard.
 - Metra also plans to release an RFP in 2023 to convert three diesel locomotives to zero-emission battery power.
 - As Metra's rubber-tire support vehicles are retired, they are replaced with more fuel efficient and less polluting hybrid vehicles. Currently, 15% of Metra's support vehicles are hybrid, with more hybrid vehicles to be delivered in 2023.

ACCESS METRA'S STRATEGIC PLAN

For more information or to download a copy of the *My Metra, Our Future 2023 – 2027 Strategic Plan*, visit www.metra.com/strategic-plan.



2024 CAPITAL PROGRAM

Metra's 2024 Capital Program allocates \$574.9 million to 97 projects. A majority of the 2024 capital funds are derived from the FTA federal formula sources, totaling \$252.1 million. In January 2023, the USDOT announced that Metra won a \$117 million discretionary grant from the Mega program to support the UP North Line bridges and corridor improvement project, and the grant award is included in the 2024 program. As directed by the RTA, Metra will shift the \$130 million of RTA Bond funds from the 2023 to the 2024 program. It is important to note the RTA Bonds shall not be considered a new source of funds. RTA has allocated \$73.8 million of PAYGO funds to Metra. This is the fourth year of this new funding source created by the state of Illinois. Metra secured a \$2 million discretionary grant from the RTA-managed regional Section 5310 program, which will fund the station displays project.

Metra's 2024 Capital Program summary tables are found on **pages 26-29**. Project descriptions are found on **pages 47-53**.

In August 2023, the RTA Board of Directors approved regional funding marks for 2024 through 2028, which are subject to annual revisions. If the funding marks remain consistent, Metra should expect to receive \$1.256 billion from the federal formula program across the five-year program. Metra's portion of the state PAYGO funding source is expected to increase year-over-year, primarily due to increasing tax revenues, and is expected to total \$401 million across five years. A total of nearly \$13 million of RTA ICE funds are expected in 2025 and 2026. However, the RTA did not provide funding marks for the 2027 and 2028 ICE program. Metra earned a \$29 million CMAQ discretionary grant, and the funds will be programmed in 2025 for its new Zero-Emissions Trainsets initiative. In total, the 2024-2028 Capital Program outlines \$1.947 billion over the next five years. As noted earlier in this document, our state of good repair needs will continue to outpace our capital funding sources. However, these historic levels of funding will allow Metra to begin to address many of our most urgent capital needs.

Approximately 63% of the 2024 Capital Program will fund projects in four asset subcategories, for a total of \$360 million:

- Bridges & Retaining Walls: \$143.8 million
- Stations & Parking Rehabilitations: \$77.5 million
- Yard Improvements, including facility acquisitions: \$71.1 million
- Railcar Rehabilitation: \$67.6 million

ROLLING STOCK

Rehabilitation and replacement programs allow for the modernization of our rolling stock, improving amenities such as seating, lighting, climate control, bathroom facilities, and electrical outlets. These programs are critical to maintaining the service performance standards on which our customers depend.

Metra's in-house program to rehabilitate railcars keeps the fleet comfortable and reliable for our riders. The program employs more than 100 dedicated craftspeople to rebuild railcars for a fraction of the cost that the private market would charge. In 2024, the program funds four railcar rehabilitation programs and various investments in our revenue service fleet.

The 2024 program allocates \$92.6 million to the Rolling Stock asset category.

BRIDGES, TRACK & STRUCTURES

Bridges, track, and structures are the foundation of the Metra system. Metra has nearly 1,055 miles of rail that must be inspected, maintained, or replaced on a continuous cycle. Metra trains traverse 926 bridges, 400 of which were built more than a century ago. Renewal of track components, retaining walls, and bridges are critical to maintaining safe operating conditions, service reliability, and the on-time performance our customers deserve and have come to expect.

In September 2021, Metra announced the launch of the next major phase of bridge replacements for the Union Pacific North (UP-N) Line. The UP North Rebuild project will replace 11 bridges between Fullerton Avenue and Cornelia Street, each of which are more than 120 years old. More than 1.5 miles of retaining walls and embankment structures will also be replaced. The project is partially funded with previously programmed Rebuild Illinois bond funds. Metra's UP North Rebuild project was one of only nine large-scale infrastructure projects in the country to earn a competitive grant from the USDOT's first round of the Mega program. The \$117 million grant award is the single largest discretionary grant in Metra's history and is programmed in 2024.

The 2024 program also includes funding for preliminary engineering and environmental analysis for new bridge rehabilitation and reconstruction programs. Under these programs, Metra intends to fund up to five proposed bridge rehabilitation and five bridge replacement projects each year. Specific bridge replacement project locations will be determined based on priority needs, annual bridge condition inspections, bridge sufficiency ratings, and the potential for bundling multiple bridge replacement projects in one construction contract procurement.

The 2024 program allocates \$184.6 million to the Bridges, Track & Structures asset category.

SIGNAL, ELECTRICAL & COMMUNICATIONS

Signal, electrical, and communications systems, such as Positive Train Control (PTC), are vital to safe railroad operations. Metra is responsible for maintaining approximately 2,000 wayside signals. The 2024-2028 Capital Program pivots investments towards replacing aging interlockings and provides funds for nine interlockings across the system.

Construction will continue at the 16th Street interlocking and Western Avenue interlocking on the Rock Island Line, the Morgan Street interlocking on the Milwaukee District, and Control Point Congress on the Metra Electric Line. Funding is also provided to numerous electric power distribution systems that are necessary to operate the Metra Electric Line.

Metra continues capital investments for "smart gates" to be installed at select grade crossings along the Metra-owned and operated lines. The smart gates project will use cameras, sensors, and artificial intelligence to constantly monitor the crossing gate, signals, and guideway intrusions. When a monitor detects an anomaly, the system will send a notice to the back office and dispatch a signal maintainer to perform repairs. These safety improvements are intended to eventually be installed systemwide.

The 2024 program allocates \$66.2 million to the Signal, Electrical, & Communications asset category.

FACILITIES & EQUIPMENT

Metra has 24 rail yards and seven maintenance facilities as of 2023 but intends to explore the potential acquisition of additional facilities to allow Metra to enhance its rail service. The 2024 program will invest \$39 million in various upgrades to yard facilities and buildings in Metra’s yards. The Western Avenue Yard Diesel Shop, one of Metra’s largest rail yard buildings, will receive a new roof, as well as heating, ventilation, and air conditioning systems. The project will include electrical work for the facilities and improvements to the roof drainage system, which is currently experiencing leakages.

Exhibit 9
METRA CAPITAL PROGRAM
SOURCES 2024-2028
 Funding Sources
 (\$ in thousands)

Funding Sources	2024	2025	2026	2027	2028	Total
5307 Urbanized Area	\$107,661	\$99,580	\$100,576	\$104,637	\$105,683	\$518,137
5337 State of Good Repair	\$144,429	\$146,045	\$147,505	\$148,981	\$150,470	\$737,430
FTA Federal Formula	\$252,090	\$245,625	\$248,081	\$253,618	\$256,154	\$1,255,568
CMAQ	\$0	\$29,024	\$0	\$0	\$0	\$29,024
USDOT Mega	\$117,000	\$0	\$0	\$0	\$0	\$117,000
Federal-Flexible/Discretionary	\$117,000	\$29,024	\$0	\$0	\$0	\$146,024
State PAYGO	\$73,775	\$77,062	\$79,759	\$83,557	\$86,482	\$400,635
State and Local Funds	\$73,775	\$77,062	\$79,759	\$83,557	\$86,482	\$400,635
RTA Bonds	\$130,000	\$0	\$0	\$0	\$0	\$130,000
RTA ICE	\$0	\$6,357	\$6,561	\$0	\$0	\$12,918
RTA Section 5310	\$2,000	\$0	\$0	\$0	\$0	\$2,000
RTA Funds	\$132,000	\$6,357	\$6,561	\$0	\$0	\$144,918
Funding Sources Total	\$574,865	\$358,068	\$334,401	\$337,175	\$342,636	\$1,947,145

The 2024 program allocates \$113.7 million to the Facilities & Equipment asset category.

STATIONS & PARKING

Customer-focused enhancements to Metra stations and parking facilities are a priority in the five-year program, with nearly three dozen station projects currently underway. One-time proceeds from Rebuild Illinois bonds were programmed by Metra over the past few years to invest hundreds of millions in its stations. Metra will continue to fund a broad slate of station improvements including design, engineering, parking lot repairs, accessibility improvements, platform reconstructions, full station rehabilitations, and station displays that provide real-time train tracking and emergency alerts.

Funds are provided in 2024 for the construction phase of station rehabilitation projects including Van Buren Street, Harvey Intermodal Transportation Center, LaGrange Road and West Chicago stations. Metra will also continue work to upgrade stations, emphasizing ADA accessibility features, including the replacement of elevators that have exceeded their useful lives, and adding warming shelters to all outlying stations.

The 2024 program allocates \$81.6 million to the Stations & Parking asset category.

SUPPORT ACTIVITIES

The support activities asset category funds various staff costs, auditing, and oversight administration costs, developing new business tools and processes, professional services under the Project Management Oversight (PMO) contract, and other related expenses. These projects are necessary to deliver the capital program. Investing in our staff and support activities allow Metra to streamline project development, design engineering, and other pre-construction activities intended to build infrastructure in a time-efficient manner.

The 2024 program allocates \$36.1 million to the Support Activities asset category.

Exhibit 10
2024 CAPITAL PROGRAM BY ASSET CATEGORY & PROJECT

PE #	Project Name	RR	Source	2024 Program
Rolling Stock				
5009	Car Rehab (Nippon Sharyo Highliners)	MED	f0	\$7,030,000
5009	Car Rehab (Nippon Sharyo Highliners)	MED	f3	\$7,992,000
5010	Car And Locomotive Cameras	MET	f0	\$2,000,000
5207	Car Rehab (Nippon Sharyo)	MET	f0	\$10,000,000
5207	Car Rehab (Nippon Sharyo)	MET	f3	\$11,620,000
5207	Car Rehab (Nippon Sharyo)	MET	rb	\$21,920,000
5306	F59 Locomotive Engine Upgrade	MET	f3	\$8,550,000
5404	Switcher Locomotive Procurement	MET	ip	\$3,750,000
5505	PTC Renewal (Mechanical)	MET	ip	\$1,750,000
5801	Traction Motors	MET	f3	\$2,000,000
5802	Locomotive and Car Improvements	MET	f3	\$3,000,000
5803	Wheel Replacement	MET	f3	\$4,000,000
5804	Car Rehab (Amrail Midlife Rehab)	MET	f3	\$3,000,000
5809	Car Rehab (Nippon Sharyo HL2)	MED	f0	\$3,000,000
5809	Car Rehab (Nippon Sharyo HL2)	MED	f3	\$3,000,000
Rolling Stock Subtotal				\$92,612,000
Bridges, Track & Structures				
4840	Metra UP North Rebuild	UPR	um	\$117,000,000
5330	CREATE - 75th St CIP	RID	f3	\$10,000,000
5443	Hickory Creek Bridge	RID	ip	\$2,750,000
5444	Catenary Structure Rehabilitation	MED	f3	\$2,000,000
5445	CREATE EW-2 Bridge Lift	RID	f3	\$3,040,000
5541	Stoney Creek Bridge	RID	ip	\$2,830,000
5811	Ties, Ballast, & Switches-BNF	BNS	f3	\$1,000,000
5812	Ties & Ballast-MET	MET	ip	\$10,780,000
5823	Undercutting & Surfacing-MET	MET	f3	\$3,440,000
5826	Rail Renewal-MED	MED	f3	\$1,780,000
5827	Rail Renewal-MWD	MWD	f3	\$2,000,000
5828	Rail Renewal-RID	RID	f3	\$2,930,000
5831	Crossings (Road & Track)-MED	MED	f3	\$1,800,000
5832	Crossings (Road & Track)-MWD	MWD	f3	\$1,930,000
5833	Crossings (Road & Track)-RID	RID	f3	\$2,010,000
5834	Crossings (Road & Track)-UPR	UPR	f0	\$650,000
5836	Bridges & Retaining Walls-MED	MED	f3	\$1,750,000
5837	Bridges & Retaining Walls-MWD	MWD	f0	\$500,000
5838	Bridges & Retaining Walls-RID	RID	f3	\$1,750,000
5839	Bridges & Retaining Walls-BNF	BNS	f3	\$2,800,000
5840	Bridges & Retaining Walls-UPR	UPR	f3	\$1,500,000
5841	Bridge Rehabilitation Program	MET	ip	\$3,215,000
5842	Bridge Replacement Program	MET	ip	\$6,660,000
5843	CREATE Ogden Junction (WA1)	UPR	ip	\$500,000
Bridges, Track & Structures Subtotal				\$184,615,000

PE #	Project Name	RR	Source	2024 Program
Signal, Electrical & Communications				
4746	Impedance Bonds	MED	f3	\$800,000
4842	16th Street Interlocking	RID	rb	\$12,910,000
5361	Morgan Interlocking	MWD	f0	\$1,500,000
5362	Western Interlocking	RID	ip	\$1,790,000
5388	Smart Gates	MET	ip	\$4,000,000
5556	Constant Tension Catenary	MED	f0	\$1,100,000
5557	MED Improvements	MED	f0	\$18,000,000
5559	Systemwide Cameras	MET	ip	\$2,450,000
5651	PTC Renewal (Engineering)	MET	f3	\$690,000
5652	Centralized Traffic Control System Upgrade	MET	f0	\$500,000
5750	Crossing Inventory Management System	MET	ip	\$300,000
5751	Jackson Substation	MED	f3	\$200,000
5751	Jackson Substation	MED	rb	\$12,000,000
5753	Harvey Substation	MED	f3	\$300,000
5754	Homewood Substation	MED	f3	\$300,000
5757	DC & AC Switchgear Replacement	MED	f3	\$500,000
5758	Power Distribution System Monitoring	MED	ip	\$1,750,000
5850	Signal System Upgrades-MED	MED	f3	\$1,000,000
5851	Signal System Upgrades-MWD	MWD	f3	\$1,000,000
5852	Signal System Upgrades-RID	RID	f0	\$1,000,000
5853	Signal System Upgrades-UPR	UPR	f0	\$485,000
5854	Randolph St Interlocking	MED	ip	\$860,000
5876	Automatic Equipment ID Readers	MET	f3	\$720,000
5855	Signal Interlocking Microprocessors	MET	ip	\$2,050,000
Signal, Electrical & Communications Subtotal				\$66,205,000
Facilities and Equipment				
5274	Cybersecurity Systems	MET	f0	\$955,000
5573	IT Components & Services	MET	ip	\$3,100,000
5574	Station Displays (TROI Net)	MET	ip	\$5,900,000
5574	Station Displays (TROI Net)	MET	r5	\$2,000,000
5765	BNSF Yard Power Transformers	BNS	f3	\$4,200,000
5771	Protective Asset Acquisition	MET	f0	\$55,000,000
5774	Engineering Cyber Security Systems	MET	f0	\$400,000
5860	Yard Improvements-BNF	BNS	f3	3150000
5861	Yard Improvements-MED	MED	f3	3750000
5862	Yard Improvements-MWD	MWD	f3	\$2,320,000
5863	Yard Improvements-RID	RID	f3	1960000
5864	Yard Improvements-UPR	UPR	f0	\$500,000
5869	Vehicles & Equipment	MET	ip	\$2,330,000
5870	Office Equipment	MET	f3	\$250,000
5871	Human Resources Software Upgrades	MET	ip	\$1,750,000
5872	Timekeeping System Upgrade	MET	ip	\$2,050,000
5873	Telecom Facilities HVAC Replacement	MET	ip	\$980,000
5874	Fuel Storage System Upgrades	MET	f3	\$250,000
5875	Western Ave Yard-Roof & HVAC Replacement	MWD	rb	\$22,900,000
Facilities & Equipment Subtotal				\$113,745,000

PE #	Project Name	RR	Source	2024 Program
Stations and Parking				
4784	Van Buren Street Station	MED	rb	\$28,500,000
4878	West Chicago Station	UPR	rb	\$8,000,000
5187	Harvey Intermodal Transportation Center	MED	rb	\$23,770,000
5475	Systemwide Station Sign Replacement	MET	ip	\$3,075,000
5478	Elevator Replacement	MET	ip	\$2,520,000
5479	Shelters	MET	ip	\$1,025,000
5585	Evanston-Davis Street Station	UPR	f3	\$2,000,000
5682	Station ADA Improvements	MET	f3	\$1,600,000
5685	LaGrange Road Station	BNS	f3	\$515,000
5688	Rogers Park Station	UPR	ip	\$1,400,000
5787	CUS Concourse Reconstruction	MET	ip	\$1,000,000
5880	Platform Improvements	MET	f0	\$1,800,000
5880	Platform Improvements	MET	f3	\$4,020,000
5882	Parking Lot Improvements	MET	ip	\$1,210,000
5883	Pingree Road Station	UPR	f3	\$200,000
5884	Woodstock Station-Warming Shelter	UPR	ip	\$1,000,000
Stations and Parking Subtotal				\$81,635,000
PE #	Project Name	RR	Source	2024 Program
Support Activities				
5488	Project Development	MET	f0	\$1,000,000
5489	Program Management	MET	f0	\$541,191
5489	Program Management	MET	f3	\$29,737,104
5890	Capital Delivery Support Contracts	MET	f3	\$1,275,000
5890	Capital Delivery Support Contracts	MET	ip	\$1,000,000
5894	Infrastructure Engineering-MET	MET	f0	\$400,000
5894	Infrastructure Engineering-MET	MET	f3	\$400,000
5898	Project Administration	MET	f0	\$900,000
5899	Contingencies	MET	f0	\$400,000
5899	Contingencies	MET	f3	\$400,000
Support Activities Subtotal				\$36,053,295
Grand Totals For Uses				\$574,865,295
2024 Capital Funding Sources				
Funding Source Description		Code	2024 Sources	
Federal Formula 5307 Urbanized Area		f0	\$107,661,191	
Federal Formula 5337 State of Good Repair		f3	\$144,429,104	
USDOT Mega		um	\$117,000,000	
State PAYGO ip		ip	\$73,775,000	
RTA Bonds rb		rb	\$130,000,000	
RTA Section 5310 r5		r5	\$2,000,000	
Grand Total				\$574,865,295



Exhibit 11

2024-2028 CAPITAL PROGRAM USES

Funding Sources (\$ in thousands)*

Description	2024	2025	2026	2027	2028	Total
Rolling Stock						
Car Rehabilitation	\$67.6	\$49.2	\$53.3	\$60.0	\$63.4	\$293.4
Fleet Component Overhaul	\$7.8	\$6.0	\$6.5	\$6.5	\$6.5	\$33.3
Locomotive Improvement	\$13.6	\$6.0	\$6.3	\$3.6	\$3.6	\$33.1
New Locomotives	\$3.8	\$36.3	\$0.0	\$21.2	\$21.2	\$82.4
New Rolling Stock	\$0.0	\$0.0	\$35.9	\$127.3	\$44.5	\$207.7
Rolling Stock Subtotal	\$92.6	\$97.5	\$102.0	\$218.6	\$139.2	\$649.9
Bridges, Track & Structure						
Bridges & Retaining Walls	\$143.8	\$30.7	\$26.4	\$22.9	\$73.3	\$297.1
Crossings (Road and Track)	\$6.4	\$4.8	\$7.0	\$5.1	\$4.6	\$27.7
Rail Renewal	\$17.2	\$8.0	\$24.5	\$7.4	\$14.2	\$71.3
Structural Upgrades	\$2.0	\$1.2	\$0.8	\$0.8	\$0.0	\$4.8
Ties and Ballast	\$15.2	\$20.1	\$20.6	\$14.9	\$16.3	\$87.0
Bridges, Track & Structures Subtotal	\$184.6	\$64.7	\$79.2	\$51.1	\$108.3	\$488.0
Signals, Electrical & Communications						
Electrical System Improvements	\$16.4	\$4.0	\$6.8	\$1.8	\$0.0	\$28.9
Equipment and Vehicles	\$2.5	\$2.5	\$0.6	\$0.0	\$0.0	\$5.5
Interlockings	\$37.1	\$22.5	\$12.9	\$2.8	\$18.9	\$94.2
Signal System Upgrades	\$10.3	\$13.1	\$6.8	\$5.4	\$7.8	\$43.4
Signals, Electrical & Communications Subtotal	\$66.2	\$42.0	\$27.0	\$10.0	\$26.7	\$172.0
Facilities & Equipment						
Building Improvements	\$23.9	\$0.0	\$12.3	\$0.0	\$2.5	\$38.7
Equipment and Vehicles	\$18.7	\$22.6	\$16.0	\$2.2	\$5.8	\$65.2
Yard Improvements	\$71.1	\$44.3	\$9.7	\$4.2	\$4.0	\$133.3
Facilities & Equipment Subtotal	\$113.7	\$66.9	\$38.0	\$6.3	\$12.2	\$237.2
Stations & Parking						
ADA Improvements	\$4.1	\$19.8	\$21.3	\$12.4	\$3.0	\$60.6
Stations & Parking	\$77.5	\$35.2	\$34.7	\$17.0	\$31.9	\$196.3
Stations & Parking Subtotal	\$81.6	\$55.0	\$56.0	\$29.4	\$34.9	\$256.9
Support Activities						
Contingencies	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$4.0
Project Administration	\$34.5	\$29.5	\$29.1	\$18.6	\$18.0	\$129.7
Technical Studies	\$0.8	\$1.6	\$2.3	\$2.4	\$2.5	\$9.6
Support Activities Subtotal	\$36.1	\$31.9	\$32.1	\$21.8	\$21.3	\$143.2
Total Uses	\$574.9	\$358.1	\$334.4	\$337.2	\$342.6	\$1,947.1

*May not total due to rounding



2024 BUDGET & 2025-2026 FINANCIAL PLAN

GENERAL

The RTA Act requires that the RTA and its service boards (Metra, CTA and Pace) submit a budget and two-year financial plan which shows a balance between the funding estimates provided by the RTA and anticipated costs of providing services, net of operating revenues related to providing those services (i.e., a “balanced budget”). Additionally, the RTA Act requires the RTA and its service boards to recover a combined 50% of operating expenses through fares and other system-generated revenues. The RTA sets individual recovery ratios for each of the operating agencies to achieve this requirement as part of the budgeting process.

Prior to the COVID-19 pandemic, Metra’s recovery ratio mark was set at 52.5%. However, in December 2021, Illinois Public Act 102-0678 provided temporary recovery ratio relief to the RTA and its service boards for the RTA fiscal years 2021, 2022 and 2023. This Act waived the financial penalty that the state could impose on the RTA system for failing to achieve an actual 50% year-end system-generated revenue recovery ratio. The Act provided further relief by allowing the RTA and its service boards to create operating budgets during the 2021-2023 fiscal years that reflect a system-generated revenue recovery ratio of less than 50%. Additional relief from the 50% farebox recovery ratio requirement was provided through 2025 as part of the State of Illinois FY2024 Budget, approved by the Illinois General Assembly.

2023 BUDGET ESTIMATE

The net overall projected results for 2023 are an operating deficit that is \$62.3 million less than budgeted. Operating expenses will be lower than budget, partially offset by lower-than-budgeted operating revenues. Additionally, sales taxes distributed to Metra in 2023 are projected \$19 million higher than the budgeted marks. As a result, Metra is expecting to use \$81.3 million less of federal COVID relief funds than budgeted to balance its budget.

Operating expenses are projected lower than budget due to three main drivers: 1) lower labor and fringe costs; 2) lower spending on various items, such as studies, services, and travel and training; and 3) higher overhead reimbursement related to capital projects. Regarding items such as lower labor and fringe costs, Metra, like other businesses, is experiencing challenges in hiring employees and estimates that the full-year average of unfilled budgeted positions will be in the range of 300-350.

Operating revenues are projected \$7.5 million lower than budget as \$23.1 million of lower passenger fare revenue is only partially offset by \$15.6 million higher other operating revenues. Passenger fare revenue is lower than the 2023 budget largely due to 2023 ridership expected to be approximately 32 million riders, compared to the 34.8 million riders budgeted. Additionally, Metra is realizing a lower average fare per ride than budget, primarily attributed to Super Saver Monthly Pass customers using the service more frequently than anticipated. Other income is higher than the 2023 budget, mostly due to higher interest and investment income, and higher reimbursement than budget for Metra work for NICTD, IDOT, CDOT and other governmental and third-party organizations.

The following sections present Metra’s 2024 Budget and 2025-2026 Financial Plan

KEY THEMES

The 2024 Budget and 2025-2026 Financial Plan incorporates several key themes as follows:

1. **Return to Office uncertainty continues** – Metra has seen ridership increases as employers, particularly downtown companies, have required more frequent in-office work hours. However, employers remain cautious as employees are resisting these mandates and employers are struggling to fill empty positions. Further, major highway construction projects in the Chicago region have increased the number of those commuting to the office that are switching from driving to Metra for transportation. Metra’s passenger fare budget is driven by ridership, which, for 2024, is assumed to continue growing at the average rate experienced since the highway construction projects began. In both 2025 and 2026, ridership is assumed to increase at more moderate levels of 10% annually, reflecting the uncertainty in the return to office.
2. **Restored and Reimagined service levels** – The 2024 budget contains additional service and service changes in anticipation of the transition to a regional rail service model. As envisioned by Metra, this regional rail model increases non-rush hour peak service as well as adds service between non-terminal points of the lines.

3. **UP Operations transfer** – Metra has been in negotiations with Union Pacific Railroad (UP) regarding the transfer of train, station and equipment repair and maintenance activities from UP to the day-to-day control and management of Metra staff. Metra’s goal is for this transfer to be a cost-neutral transaction for Illinois taxpayers. However, to accomplish a smooth transition and minimize operational issues, Metra is incurring additional costs, largely headcount. It is currently anticipated that these additional costs are temporary and will be reduced by future attrition and/or identified efficiencies in the combined operations.
4. **Northern Indiana Commuter Transit District (NICTD) construction project** – NICTD is expanding its service via two major construction projects in Indiana. The expanded service requires additional capacity to be built along Metra’s Electric Line. Metra is managing the project to expand capacity and most costs incurred will be reimbursed by NICTD. Even though these costs are reimbursable, and Metra should not incur a loss, the accounting of these costs require separate Other Income and Operating Expense treatment, which is reflected in Metra’s 2024 Budget and 2025-2026 Financial Plan.

KEY ASSUMPTIONS

Basis of Accounting – Metra’s 2024 Budget and 2025-2026 financial plan is prepared consistent with U.S. Generally Accepted Accounting Principles (U.S. GAAP) applicable to governmental entities. The accounts of Metra are organized as an enterprise fund type and are used to account for Metra’s activities similar to a private business enterprise using the accrual basis of accounting. Therefore, revenue is recognized when earned, and expenses are recorded at the time liabilities are incurred.

Passenger Fare Revenue – Metra’s 2024 Operating Budget and 2025-2026 Financial Plan assumes that ridership will gradually increase from an estimated 32 million rides in 2023 to 40 million rides in 2024 and further increasing 10% annually to 44 million rides in 2025 and 48.6 million rides in 2026. These increases reflect the anticipation that companies will continue to increase return to work requirements resulting in higher ridership.

Sales tax marks – The RTA provides sales tax estimates, called marks, to Metra and all the service boards based on projections of regional sales taxes and legislative and discretionary formulas. Regional sales taxes are projected to remain strong during this three-year period, increasing 6.4% in 2024 over 2023 projections and then 2.8% and 2.6% annually thereafter. Metra’s share of sales taxes is projected to increase 7% in 2024 over 2023 projections and then increase 3% in 2025 and 2.8% in 2026.

Operating Expenses – The budget and financial plan is based upon the terms of contractual agreements and reasonable estimates from currently available information. A base inflation rate of 3.5% was applied to most expenses. For certain expenses (parts, track and construction materials, fuel, health premiums, property insurance), a specific and larger inflation rate was applied as appropriate. 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.

2024 BUDGET AND 2025-2026 PLAN OVERVIEW

The 2024 Budget and 2025 Financial Plan are balanced to funding levels provided by the RTA, but only by using federal COVID relief funding provided to Metra and projected to be available to cover operating deficits. However, this funding is projected to be exhausted in 2026, and the 2026 Financial Plan shows a funding deficit that would need to be covered by either additional funding or other budget-balancing actions.

During the pandemic, the Legislature waived the region’s 50% recovery ratio requirement. The RTA has provided Metra a recovery ratio target of 39%. Metra’s 2024 Budget and 2025 Plan exceeds the 39% recovery ratio target by using federal COVID relief funds to make up for the loss of fare revenue caused by low ridership, which has been allowed by the RTA. Metra achieves the 39% target in 2026 by including the operating portion of the additional funding needed as includable revenues.

For 2024, Metra is budgeting operating expenses of \$1.093 billion. This amount includes \$65 million for costs related to NICTD’s construction projects. Excluding this amount, operating expenses for providing commuter services are budgeted at \$1.028 billion, which is \$48 million, or 4.9%, higher, than the 2023 budget and largely driven by expected inflationary

and contractual increases. Metra expects to fund its 2024 operating expenses with a combination of fares, other operating income, sales tax receipts, and federal relief funds.

The 2024 budget assumes that passenger fare revenue increases by \$18.2 million, mostly due to increases in ridership but partially offset by a lower average fare per ride associated with the new fare structure incorporated in this budget and plan. Other Income is projected to increase by \$74.5 million, of which \$65 million represents reimbursement for costs incurred by Metra related to NICTD construction work. Excluding this amount, Other Income is projected to increase by \$9.5 million, reflecting higher interest and investment income and trackage fee income. 2024 sales taxes are projected to continue growing from the current historically high levels, reflecting 7% growth over the 2023 budget. A deficit of \$223.7 million is projected, which will be covered by federal COVID relief funds allocated to Metra.

Metra's Financial Plan for 2025 and 2026 projects operating expenses of \$1.155 billion and \$1.145 billion respectively. Included in these amounts is \$75 million in 2025 and \$30 million in 2026 for costs incurred by Metra related to the NICTD construction project. Excluding these amounts, operating expenses related to providing commuter services are \$1.080 billion in 2025 and \$1.115 billion in 2026, representing approximate 5% and 3.25% increases year over year reflecting a more normalized inflation environment, contractual cost increases, and successful hiring of budgeted positions.

Fare revenue, other income, sales tax receipts and, to the extent available, remaining federal COVID relief funding will continue to fund operating expenses in 2025 and 2026. For fare revenue, continued projected ridership growth results in passenger fare revenue amounts of \$209 million in 2025 and \$230 million in 2026, representing 57% of 2019 levels in 2025 and 63% of 2019 levels in 2026. Other income includes \$75 million in 2025 and \$30 million in 2026 related to reimbursements from NICTD for costs related to the NICTD construction project. Excluding these amounts, Other Income remains unchanged in 2025 and 2026 from 2024. The plan also assumes continued strong and growing sales tax receipts, with sales taxes projected to grow approximately 3.0% in 2025 and 2.8% in 2026.

Projected revenues in 2025, including \$240 million of federal COVID relief funds, are sufficient to cover operating expenses. However, projected revenues in 2026, including Metra's projected remaining \$23.4 million in relief funds, will fall \$274.7 million short of covering projected expenses. The 2026 deficit includes \$60 million of additional funding for upcoming capital projects, largely bridge rehabilitation and replacement. Metra will require additional public funding or must take other budget-balancing actions in 2026 to cover the anticipated deficit.

Additional information about revenues and expenses is provided on **pages 36-39, Exhibits 12-16.**

PASSENGER REVENUE

Passenger revenue for 2024 is estimated to be higher than the 2023 budget by \$18.2 million, or 10.6%. This increase reflects the budget assumption that ridership increases from a projected 34.8 million rides in the 2023 budget to 40.2 million rides during 2024. These ridership projections are approximately 47% of 2019 levels in 2023 to 54% of 2019 levels in 2024. The new fare structure that Metra is introducing for 2024 results an approximate \$0.25 lower average fare per ride as many riders will pay a lower fare than paid under the previous fare structure. For 2025 and 2026, passenger revenue is budgeted to increase 10% each year, consistent with 10% annual ridership increases. Ridership is projected at 44.2 million rides in 2025 and 48.6 million rides in 2026, representing approximately 60% and 66%, respectively of 2019 ridership levels.

REDUCED FARE SUBSIDY

The reduced fare subsidy is budgeted to be \$1.8 million for 2024, a \$0.2 million increase from the 2023 budget. The State of Illinois FY 2024 budget, approved in June 2023, increased the amount of reduced fare subsidy by \$1.5 million or 8.5% for the entire RTA region. Metra's share of the total subsidy is set at 9.21%, resulting in the \$0.2 million increase. The reduced fare subsidy is budgeted to remain flat in both 2025 and 2026.

OTHER INCOME

The 2024 budget for other income is projected at \$118.8 million and includes \$65 million related to reimbursements of expected Metra incurred costs for NICTD construction projects. Excluding the NICTD reimbursement, the 2024 budget for other income has been increased by \$9.5 million, or 22%, to \$52.0 million from the 2023 budget, driven by anticipated higher interest, investment, and trackage income, along with more track and crossing project work performed on behalf of

third parties and other governmental agencies. Other revenue line items have smaller increases or decreases individually, compared to their respective 2023 budget, but are estimated in total to contribute at the 2023 budget levels. Excluding the amounts for NICTD construction reimbursement of \$75 million in 2025 and \$30 million in 2026, the other income category is budgeted to remain flat during the 2025-2026 financial plan period at \$52.0 million.

TOTAL OPERATING EXPENSES

2024 operating expenses are budgeted at \$1.093 billion, an increase of \$113.0 million, which includes \$65 million related to costs anticipated to be incurred by Metra related to the NICTD construction project. Excluding these costs, 2024 operating expenses for commuter operations are budgeted at \$1.028 billion, an increase of \$48 million, or 4.9%, compared to the 2023 operating expense budget. The budgeted operating expense increase is largely due to inflationary and contractual cost increases. The budget also includes additional costs related to the transfer of commuter train operations, station operations and equipment maintenance and repair activities currently provided by the UP that is expected to occur in 2024. To accomplish a smooth transition and minimize operational issues, Metra is incurring additional costs, largely headcount. It is currently anticipated that these additional costs are temporary and will be reduced by future attrition and/or identified efficiencies in the combined operations to achieve our cost neutrality goal. For the 2025-2026 plan years, total operating expenses are budgeted at \$1.115 billion and \$1.145 billion, respectively, including \$75 million of costs in 2025 and another \$30 million of costs in 2026 for the NICTD construction project. Excluding these costs, operating expenses for commuter operations are budgeted to increase \$52 million, or 5.1%, in 2025, and another \$35 million, or 3.2%, in 2026. Both years reflect a more normalized level of inflation, other known contractual increases, and success in filling budgeted and currently vacant positions.

OPERATIONS AND MAINTENANCE

This category is made up of the transportation, maintenance of way (engineering) and maintenance of equipment (mechanical) functions. The transportation category includes the operation of weekday trains across the system, supporting our customers with ticket and station services, and the functions of the Metra Police Department. The engineering category includes activities related to the inspection, repair, and maintenance of 242 stations, 1,155 miles of track, 926 bridges, 2,000 signals and other infrastructure. The mechanical category includes activities related to the inspection, repair, and maintenance of nearly 1,220 pieces of equipment used in service.

The 2024 budget for operations and maintenance expenses, which represents about 74% of Metra's costs for commuter operations, is projected to increase by \$21.9 million, or 3.0%, over the 2023 budget. Inflationary and contractual cost increases, along with headcount additions related to training programs, such as Metra's apprentice program, and the UP transfer, are primary drivers of the increase. Metra's operations and maintenance budget for 2025 is projected to increase by 4.9% over the 2024 budget and by 3.1% over the 2025 plan by 2026, reflecting stabilization of inflation and success in filling budgeted and currently vacant positions during this period.

ADMINISTRATION

The 2024 budget for administration, which represents about 14% of Metra's operating costs, is projected to increase by \$12.5 million, or 9%, compared to the 2023 budget. Contractual and market-based increases for wages and fringes, along with general inflationary increases for materials and services, are primary drivers of this increase. The administration budget also includes additional costs for additional headcount and other IT and HR costs related to the UP operations transfer. For the plan years of 2025 and 2026, administration costs are projected to grow at 7.4% and 4.4% respectively, reflecting contractual and market-based increases for wages and fringe benefits along with success in filling budgeted and currently vacant positions.

DIESEL FUEL

Diesel fuel for 2024 is budgeted at \$76.9 million, representing a \$10.6 million increase from the 2023 budget. The 2023 budget incorporated a transaction in which 50% of the expected gallons were purchased at \$1.73 per gallon, with the remaining 50% purchased at a spot price of \$3.50 per gallon. The 2024 budget assumes that all gallons required are purchased on the spot market at a spot price of \$3.00 per gallon, which is based on forecasts developed by the U.S. Energy Information Administration (EIA). For 2025 and 2026, Metra's projected expense for diesel fuel is \$79.5 million and \$81.9 million, respectively, reflecting inflationary increases.

METRA ELECTRIC LINE ELECTRICITY

Metra Electric Line electricity is budgeted for 2024 at \$4.6 million, which is \$0.3 million, or 6.2% higher, than the 2023 budget, reflecting plans to add service to the line as well as carrying forward higher electricity rates charged in 2023. For 2025 and 2026, Metra's projected expense for Metra Electric Line electricity is \$4.8 million and \$5.0 million, respectively, reflecting inflationary increases.

CLAIMS AND INSURANCE

Claims and insurance expenses for 2024 are budgeted at \$35.3 million, which is a \$2.6 million, or 7.9%, increase, from the 2023 budget. The budgeted increase in claims and insurance expense for 2023 is entirely related to higher insurance rates and largely impacted by significant increases in property insurance premiums. The budget for claims expenses in 2024 remains flat with the 2023 budget. For 2025 and 2026, expenses in this category are projected to increase by \$1.2 million and \$0.4 million, respectively, reflecting inflationary increases.

FEDERAL RELIEF FUNDING

Based on a forecast of 2023 financial results, Metra projects to carry over \$487.1 million of federal COVID relief funding into 2023. To balance its 2024 budget and 2025 plan, Metra is budgeting \$223.7 million and \$240.0 million, respectively. The remaining \$23.5 million will be used to partially offset an expected funding need of approximately \$298.2 million in 2026.

SUMMARY

Exhibit 14 on **page 37** presents Metra's 2024 budget, while **Exhibit 15** on **page 38** summarizes Metra's 2024 budget and its 2025-2026 financial plan in comparison to recent actual and estimated results, along with the 2023 budget. Metra's budget and financial plan are presented in a manner consistent with its financial statements, with adjustments in format, as appropriate, for illustrative purposes. Revenues are recognized when earned and expenses are recorded in the period in which goods and services are used. Metra's 2024 projected cash flow summary is included on **page 39** as **Exhibit 16**.



Exhibit 12

METRA OPERATING BUDGET STATEMENTS COMPARISON OF 2023 BUDGET & 2024 BUDGET

(\$ in millions)

	2023 Budget	2024 Budget	Growth Amt.	%
Revenues				
Passenger Revenue	\$171.9	\$190.1	\$18.2	10.6%
Reduced Fare Subsidy	1.6	1.8	0.2	12.5%
Other Income	42.5	52.0	9.5	22.4%
Revenues Subtotal	216.0	243.9	27.9	12.9%
Other Income - NICTD Project Reimbursement	0.0	65.0	65.0	NMF
Total Revenues	\$216.0	\$308.9	\$92.9	43.0%
Operating & Maintenance Expenses				
Transportation	312.2	321.7	9.5	3.1%
Maintenance of Way	206.7	211.0	4.3	2.1%
Maintenance of Equipment	222.3	230.4	8.1	3.7%
Subtotal - Operations & Maintenance	741.2	763.1	21.9	3.0%
Administration	135.6	148.1	12.5	9.2%
Diesel Fuel	66.3	76.9	10.6	16.0%
Metra Electric District Motive Electricity	4.3	4.6	0.3	6.2%
Claims & Insurance	32.7	35.3	2.6	7.9%
Operating Expenses - Commuter Operations	\$980.0	\$1,028.0	\$48.0	4.9%
Maintenance of Way - NICTD Project Expenses	0.0	65.0	65.0	NMF
Total Operating Expenses	\$980.0	\$1,093.0	\$113.0	11.5%
Total Operating Deficit	\$764.0	\$784.1	\$20.1	2.6%
Funding Sources				
Metra Sales Taxes	523.6	560.4	36.8	7.0%
Add: ICE Funding for Operations	0.0	0.0	0.0	0.0%
Federal Relief Funding - Revenue Replacement	240.4	223.7	(16.7)	-6.9%
Less: Capital Fare Funding / Funding for Capital	0.0	0.0	0.0	0.0%
Total Funds Available for Operating	\$764.0	\$784.1	\$20.1	2.6%
Excess / (Shortfall) of Funds	0.0	0.0	0.0	0.0%
Revenue Recovery Ratio Calculation				
Recovery Ratio	50.0%	52.0%	2.0%	
Additions	\$1.0	\$1.3	0.3	30.0%
Recovery Ratio Exclusions	\$65.4	\$67.2	1.8	2.8%

Exhibit 13

CALCULATION OF 2023 & 2024 BUDGET FAREBOX RECOVERY RATIOS

(\$ in millions)

Year	2023 Budget	2024 Budget
System-Generated Revenues	\$216.0	\$308.9
Federal Relief Funding / Other Funding	240.4	223.7
Additions to Recovery Ratio Revenues	1.0	1.3
Farebox Recovery Ratio Revenue	\$457.4	\$533.9
Total Operating Expenses	\$980.0	\$1,093.0
Exclusions from Recovery Ratio Expenses	(65.4)	(67.2)
Farebox Recovery Ratio Expenses	\$914.6	\$1,025.8
Revenue Recovery Ratio	50.0%	52.0%

Exhibit 14

2024 BUDGET BY CARRIER AND TYPE OF EXPENSE

(\$ in millions)

	NIRCRC	Union Pacific	BNSF Railway	Total Metra
Revenues				
Passenger Revenue	\$79.9	\$72.2	\$38.0	\$190.1
Reduced Fare Subsidy	0.7	0.7	0.4	1.8
Other Income	51.8	0.2	0.0	52.0
Revenues Subtotal	132.4	73.1	38.4	243.9
Other Revenue - NICTD Project Reimbursement	65.0	0.0	0.0	65.0
Total Revenues	\$197.4	\$73.1	\$38.4	\$308.9
Operating & Maintenance Expenses				
Transportation	186.3	88.7	46.7	321.7
Maintenance of Way	133.1	71.8	6.1	211.0
Maintenance of Equipment	116.3	73.3	40.8	230.4
Subtotal - Operations & Maintenance	\$435.7	\$233.8	\$93.6	\$763.1
Administration	142.7	5.4	0.0	148.1
Diesel Fuel	30.6	32.5	13.8	76.9
Metra Electric District Electricity	4.6	0.0	0.0	4.6
Claims & Insurance	22.4	8.4	4.5	35.3
Operating Expenses - Commuter Operations	636.0	280.1	111.9	1,028.0
Maintenance of Way - NICTD Project Expenses	65.0	0.0	0.0	65.0
Total Operating Expenses	\$701.0	\$280.1	\$111.9	\$1,093.0
Total Operating Deficit	\$503.6	\$207.0	\$73.5	\$784.1
Funding Sources				
Metra Sales Taxes				560.4
Add: ICE Funding for Operations				0.0
Federal Relief Funding				223.7
Less: Capital Fare Funding / Funding for Capital				0.0
Total Funds Available for Operating				\$784.1
Excess / (Shortfall) of Funds				\$0.0
Revenue Recovery Ratio Calculation				
Recovery Ratio				52.0%
Recovery Ratio Additions				1.3
Recovery Ratio Exclusions				67.2

Exhibit 15

2024 BUDGET SUMMARY AND 2025 - 2026 FINANCIAL PLAN

(\$ in millions)

	2022 Actual	2023 Estimate	2023 Budget	2024 Budget	Growth	2025 Plan	Growth	2026 Plan
Revenues								
Passenger Revenue	\$126.7	\$148.8	\$171.9	\$190.1	9.9%	\$209.0	10.0%	\$229.9
Reduced Fare Subsidy	1.6	1.7	1.6	1.8	0.0%	1.8	0.0%	1.8
Other Income (Leases, etc.)	41.6	51.9	42.5	52.0	0.0%	52.0	0.0%	52.0
Operating Revenue Subtotal	169.9	202.4	216.0	243.9	7.7%	262.8	7.9%	283.7
Other Income - NICTD Project Reimbursement	3.2	6.1	0.0	65.0	15.4%	75.0	-60.0%	30.0
Total Revenues	\$173.1	\$208.5	\$216.0	\$308.9	9.4%	\$337.8	-7.2%	\$313.7
Operating & Maintenance Expenses								
Transportation	263.9	289.2	312.2	321.7	4.5%	336.3	3.0%	346.5
Maintenance of Way	184.8	198.2	206.7	211.0	4.8%	221.1	3.3%	228.3
Maintenance of Equipment	193.6	214.9	222.3	230.4	5.4%	242.8	3.1%	250.4
Subtotal - Operations & Maintenance	642.4	702.3	741.2	\$763.1	4.9%	\$800.2	3.1%	\$825.2
Administration	93.7	105.7	135.6	148.1	7.4%	159.0	4.4%	166.0
Diesel Fuel	59.8	60.4	66.3	76.9	3.4%	79.5	3.0%	81.9
Metra Electric District Electricity	3.2	4.6	4.3	4.6	4.3%	4.8	4.2%	5.0
Claims & Insurance	42.2	31.2	32.7	35.3	3.4%	36.5	1.1%	36.9
Operating Expenses - Commuter Operations	841.3	904.2	980.0	1,028.0	5.1%	1,080.0	3.2%	1,115.0
Maintenance of Way - NICTD Project Expenses	3.2	6.1	0.0	65.0	15.4%	75.0	-60.0%	30.0
Total Operating Expenses	\$844.5	\$910.3	\$980.0	\$1,093.0	5.7%	\$1,155.0	-0.9%	\$1,145.0
Total Operating Deficit	\$671.4	\$701.8	\$764.0	\$784.1	4.2%	\$817.2	1.7%	\$831.3
Funding Sources								
Metra Sales Taxes	535.4	542.6	523.6	560.4	3.0%	577.2	2.8%	593.1
Add: ICE Funding for Operations	0.0	0.0	0.0	0.0	0.0%	0.0	0.0%	0.0
Federal Relief Funding - Revenue Replacement	137.2	159.2	240.4	223.7	7.3%	240.0	-90.3%	23.5
Other Funding Sources / Budget Balancing Actions	0.0	0.0	0.0	0.0	0.0%	0.0	NMF	274.7
Less: Capital Fare Funding / Funding for Capital	0.0	0.0	0.0	0.0	0.0%	0.0	0.0%	(60.0)
Total Funds Available for Operating	\$672.6	\$701.8	764.0	\$784.1	4.2%	\$817.2	1.7%	\$831.3
Revenue Recovery Ratio Calculation								
Recovery Ratio	39.7%	43.7%	50.0%	52.0%	1.4%	53.4%	-1.8%	51.6%
Recovery Ratio Additions	\$1.3	\$1.3	\$1.0	\$1.5	0.0	\$1.5	0.0	\$1.5
Recovery Ratio Exclusions	\$59.6	\$65.0	\$65.4	\$67.2	4.0%	\$69.9	3.0%	\$72.0

Exhibit 16

METRA - 2024 PROJECTED CASH FLOW SUMMARY

(\$ in millions)

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
Beginning Balance	\$250.0	\$229.6	\$246.2	\$270.8	\$264.1	\$263.6	\$271.0	\$263.5	\$263.6	\$262.6	\$261.8	\$250.0	
Operating Revenue	21.4	20.9	22.5	22.9	24.1	26.0	27.3	28.4	27.9	31.3	28.3	27.9	308.9
Capital Farebox Revenue	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
Total Operating Revenue	21.4	20.9	22.5	22.9	24.1	26.0	27.3	28.4	27.9	31.3	28.3	27.9	308.9
RTA Sales Tax Month Paid	51.5	50.9	58.1	37.1	37.0	44.8	41.3	45.3	47.0	44.9	46.6	45.3	549.7
ICE (Per RTA Schedule)	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
RTA Sales Tax / State PTF	51.5	50.9	58.1	37.1	37.0	44.8	41.3	45.3	47.0	44.9	46.6	45.3	549.7
Federal Covid Relief Funding - Revenue Replacement	0.0	34.8	32.2	21.0	28.5	20.6	12.9	16.7	15.3	17.9	8.7	12.7	221.3
Other State Funds (Bond & PAYGO)	14.1	12.3	10.7	14.1	16.2	13.0	13.9	17.6	13.2	14.9	12.9	12.0	164.9
Capital Grants:													
FTA	15.5	13.6	11.8	15.7	18.0	14.5	15.3	19.4	14.5	16.4	14.2	13.1	182.0
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
CMAQ	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
Total Grants	15.5	13.6	11.8	15.7	18.0	14.5	15.3	19.4	14.5	16.4	14.2	13.1	182.0
Total Cash Receipts	102.5	132.6	135.3	110.8	123.8	118.8	110.7	127.4	117.9	125.3	110.7	111.0	1,426.8
Operating Expenses	93.3	90.1	88.2	87.7	90.0	84.0	89.0	90.3	91.1	94.9	95.4	99.0	1,093.0
Capital Projects:													
FTA/RTA/IDOT	29.6	25.9	22.5	29.8	34.2	27.5	29.2	37.0	27.7	31.3	27.1	25.1	346.9
Metra	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
Total Capital Projects	29.6	25.9	22.5	29.8	34.2	27.5	29.2	37.0	27.7	31.3	27.1	25.1	346.9
Total Cash Disbursements	122.9	116.0	110.7	117.5	124.2	111.5	118.2	127.3	118.8	126.2	122.5	124.1	1,439.9
Ending Balance	\$229.6	\$246.2	\$270.8	\$264.1	\$263.6	\$271.0	\$263.5	\$263.6	\$262.6	\$261.8	\$250.0	\$236.9	

APPENDIX

41.	Operating Budget Process & Calendar
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OPERATING BUDGET PROCESS & CALENDAR

INTRODUCTION

The RTA Act requires the RTA Board to adopt an annual budget and a two-year financial plan each fiscal year. A regional annual budget and two-year financial plan is created by RTA staff by consolidating the individual budgets and two-year financial plans of Metra, Pace and CTA, along with the RTA's own budget and two-year financial plan. Metra, Pace, and the CTA are required to submit to the RTA by Nov. 15 a budget proposal for the coming fiscal year and a financial plan for the following two years, containing funding marks and a revenue recovery ratio that are consistent with guidance provided by the RTA in September.

The budgets of Metra, Pace and the CTA are then evaluated against eight criteria, which are defined in the RTA Act, including whether the budget is: balanced (i.e., operating revenues and operating funding offset costs for providing service and related administrative expenses); meets the targeted revenue recovery ratio; and contains sufficient cash flow. If a service board's budget meets the RTA's criteria, then the RTA is required to adopt the budget. If the RTA Board does not approve a service board budget, the RTA Board cannot release any funds for the periods covered by the budget and two-year plan, until the budget conforms to the criteria specified by the Act.

Besides being balanced, the consolidated regional budget created by the RTA must also cover 50% of its operating costs from fares and other operating revenue. This is the regional recovery ratio requirement. (Note that this requirement has been waived through 2025 due to the impact of the coronavirus pandemic on system-generated revenue).

The RTA meets with each county board and holds public hearings in each county on the consolidated regional budget. At the conclusion of these meetings and hearings, the RTA adopts a final budget, which requires the approval of 12 of the RTA's 16-member Board of Directors. The RTA Act requires that the RTA adopt the consolidated regional budget no later than December 31 for presentation to the governor and General Assembly.

METRA'S OPERATING BUDGET PROCESS

Metra's annual budget development process serves as the foundation for its financial planning and control. Metra's operating budget and two-year financial plan are developed with the objectives of controlling expenses while striving to meet the continuing challenges of improving service

and complying with increasingly complex regulatory and security mandates. The Chief Financial Officer and staff are responsible for preparing and submitting an annual budget and two-year financial plan to Metra's Board of Directors for consideration and approval.

Metra staff develops operating expense budgets based upon analyses of current and anticipated expenses, economic forecasts, contractual agreements, and planned service levels. Starting in June, departments throughout the organization provide information necessary to develop a budget for the costs of systemwide commuter operations via headcount and operating expense template submissions. These submissions are reviewed and evaluated by staff. Staff also obtains information from its Purchase of Service Agreement carriers pertaining to their costs. For operating revenue budgets, staff analyzes ridership trends and current and proposed fare policies while considering contractual and market-based escalation factors for other operating revenue items.

Per the RTA Act, the RTA must advise the service boards of the amount and timing of the provision of public funding for the upcoming and two following fiscal years by September 15. At the same time, the RTA is to advise the service boards of their required system-generated recovery ratio during this three-year period. To facilitate the RTA action by September 15, Metra and the other service boards begin meetings with the RTA in May. The series of meetings and budget discussions serve to improve the budget process by allowing the RTA to consider up-to-date input on financial matters prior to making their September 15 decision on funding levels and recovery ratio requirements.

Internally developed and externally received budget information is compiled and consolidated to create an overall operating budget for the upcoming year. This overall operating budget is evaluated (and adjusted as necessary) to comply with: a) balancing anticipated operating revenues and subsidies with anticipated costs for providing the services (i.e., a balanced budget) and b) the level of fares and other system-generated revenues compared to the total of operating and administrative costs meet or exceed the RTA provided target. After the budget is completed, the two-year financial plan is then developed based on known and expected cost increases, programs, and trends. The completed Budget and two-year Financial Plan is then presented to Metra management. With management's approval, the completed budget and plan is presented to the Metra Board in October, with approval requested for submission for public comment, consisting of public hearings and county board presentations.

Metra is required to hold at least one public hearing on the budget in each of the six counties that it serves. Public notice of the hearings is run in several widely distributed newspapers throughout the service area. Metra also meets with each of the six county boards to review the proposed budget. In addition to these required meetings, Metra participates in numerous meetings of local government organizations and councils such as Chicago Metropolitan Agency for Planning (CMAP) and various transportation committees to inform the public of the proposed budget. After considering any resulting comments, Metra’s Board votes to approve and adopt the proposed budget and plan at its November meeting. A final proposed budget and plan is submitted to RTA in November and voted on for approval and adoption by the RTA Board at their December meeting.

After the proposed budget and two-year financial plan are adopted, detailed budgets of operating revenues and expenses, calendarized for the 12 months of the budget year, are created and forwarded to the RTA and to each department manager. Metra’s actual monthly financial performance is measured against the monthly budget and reported to Metra’s Board and to the RTA Board. More detailed divisional and department reports of actual monthly financial performance measured against the monthly budget are provided to divisional and departmental managers. It is the responsibility of each department to adhere budgeted spending levels and manage its operations efficiently and in alignment with Metra’s goals and programs authorized by the Board.

Exhibit 17 below shows the key dates and events in the Metra 2024 budget development cycle.

Exhibit 17

2024 BUDGET DEVELOPMENT CALENDAR

Date	Event
May – August	Budget discussions / meetings with RTA and other service boards
June 6	Budget instructions and templates distributed to managers
June 30	Budget templates due from managers
June-August	Staff reviews and evaluates templates, and develops a preliminary budget
September 15	RTA sets 2024 Funding Marks
September 20	Staff presents key budget drivers to Metra Board
October 11	Staff presents proposed Operating Budget and two-year Financial Plan to Metra Board
October 11	Operating Budget and two-year Financial Plan released to the Public
October 13	Metra provides proposed Operating Budget and two-year Financial Plan to RTA Finance staff, including Financial Schedules and other requirements
November 1 & 2	Public Hearings on Metra’s Proposed 2024 Budget and two-year Financial Plan
November 10	Metra board votes to approve and adopt proposed Budget and two-year Financial Plan
November 15	Metra submits Final Budget and two-year Financial Plan to RTA
November	RTA staff reviews and evaluates Pace, Metra and CTA budgets for compliance
November 16	Metra presents its Budget and two-year Financial Plan to the RTA Finance Committee
December 15	RTA approves 2024 Regional Budget

CAPITAL PROGRAM DEVELOPMENT PROCESS

Metra provides safe, reliable, efficient, and affordable commuter rail service that enhances the economic and environmental health of Northeast Illinois. This mission can only be achieved through a robust and aggressive capital program that proactively addresses evolving transportation needs. Metra's annual capital programming process identifies the projects to be funded over the next five years. To start this process, each January, Metra issues an internal "Call for Capital Projects" to formally solicit capital funding requests from Metra's various departments that maintain, purchase, and build assets.

Each year, Metra receives approximately \$335 million of capital funds from fixed funding sources, which include federal formula funds for transit agencies and revenues from state and local sales taxes. The state of Illinois issues bonds approximately every 10 years to make investments in the state's infrastructure and has provided a portion of the bond proceeds to Metra. Annual capital funding, however, has not been adequate to maintain Metra's existing infrastructure in a good condition, which is referred to as "state of good repair" (SGR). The Federal Transit Administration (FTA) defines SGR as the "a state in which a transit agency preserves its physical assets in compliance with a policy that minimizes asset life-cycle costs while preventing adverse consequential impacts to its service."

When available capital funding is less than the necessary amount to maintain infrastructure properly, the SGR needs accumulate into a backlog. As of 2023, Metra's SGR backlog is \$12.1 billion. Assuming that current capital funding levels are maintained, the SGR backlog will grow to \$35.2 billion by the year 2043. To eliminate the SGR backlog and address yearly capital needs, Metra would need on average to spend \$1.76 billion for capital projects each year for 20 consecutive years. While addressing the most critical SGR backlog needs, Metra must also plan for capital projects that are critical to realize the agency's move towards a "regional rail" service model to meet the transportation needs of the future.

Capital investments are guided by Metra's strategic plan, *My Metra, Our Future*. The development of the plan was subject to multiple public open houses and a release for public comment. Metra's Board of Directors approved the agency's new strategic plan in February 2023 for the horizon period of 2023-2027. The plan contains Metra's revised mission and vision statements, as well as five strategic goals that drive Metra's activities:

- Enhance service to grow ridership and provide mobility choices
- Ensure the Metra experience is safe, easy, and enjoyable for all customers
- Attract a diverse workforce and invest in our employees
- Innovate to become more efficient and effective
- Be a socially responsible organization committed to equity and sustainability

Metra also ensures that its capital program is responsive to the RTA's 2023-2027 Regional Transit Strategic Plan, *Transit is the Answer*, which includes Metra's 10-year list of high-priority projects, and the Chicago Metropolitan Agency for Planning's (CMAP) *ON TO 2050* regional comprehensive plan, which is a longer-term vision for the region and includes a list of Metra-designated regionally significant projects.

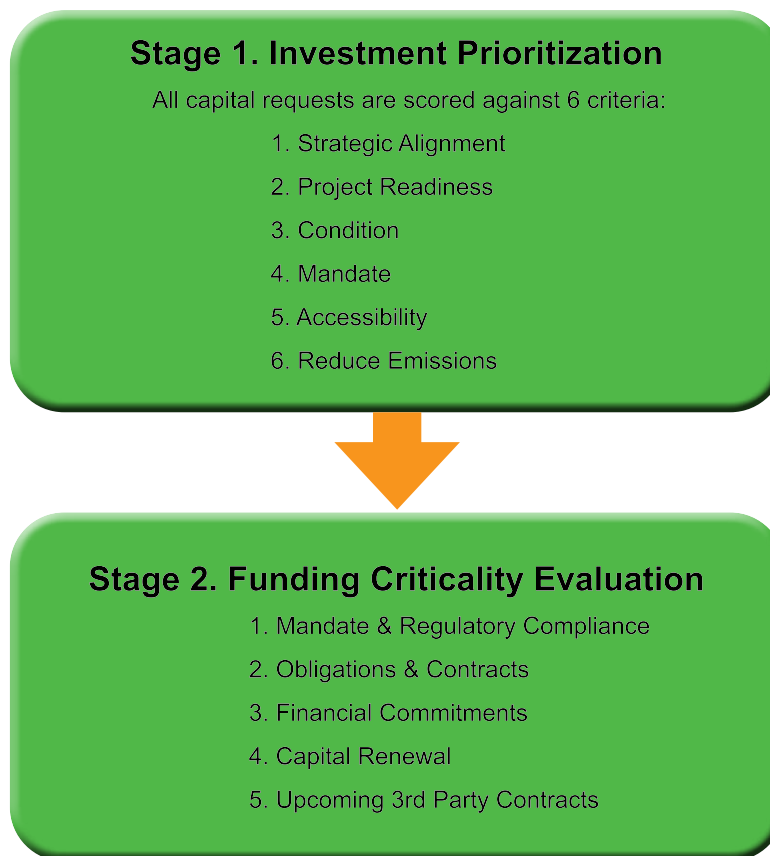
Both documents were subject to a rigorous public involvement process and continue to guide Metra's capital investment strategy. In addition, Metra is in regular contact with its freight railroad partners, municipalities, governmental agencies (state/federal) and stakeholders throughout northeast Illinois, ensuring that its capital program aligns with their needs and plans. The one-year and five-year capital program development cycle begins in January of each year. The entire process, from the formation of projects to the inclusion in an approved capital program, is ongoing and starts with the agency's long-range vision. The actual process of assembling Metra's capital program requires the effort and cooperation of virtually every department. Projects originate from implementers, project managers, field crews, and department heads. Additionally, Metra's Executive Leadership Team and Senior Leadership Council may propose projects that are in alignment with the agency's long-term vision.

Since the adoption of Metra's first Transit Asset Management (TAM) Plan in 2018, Metra has conducted a formal process of collecting capital project funding requests and quantitatively scoring the requested projects. Each year an internal "Call for Capital Projects" is launched to collect requests for projects that will be considered for the upcoming program cycle. During the call, information is collected on each project to assess and prioritize them for funding. The call gathers both qualitative and quantitative information about projects, the amount and timing of funding requests, and information needed to measure the criticality of the project.

Project requests are quantitatively scored through an investment prioritization process using a series of criteria, metrics, and measures that are detailed in Metra's Transit Asset Management (TAM) Plan. Scoring methods and score results will be published in the publicly available TAM Plan in December 2023. The scoring is conducted by reviewing the responses collected during the "Call for Capital Projects," then proceeding through two stages, Stage 1: scoring the projects, followed by Stage 2: evaluating projects against criticality indicators.

Exhibit 18

METRA'S INVESTMENT PRIORITIZATION PROCESS



Stage 1: Metra's investment prioritization process provides a guide for determining which projects are considered for inclusion in the one- and five-year capital programs. Funding availability is also a critical component, as projects must be matched to the available sources. Metra's review of the investment prioritization process is revised annually to consider the most recent legislation, formal guidance from grantors, and to utilize the agency's most recent data.

After scoring projects in Stage 1, each project is evaluated against additional considerations that may warrant programming funds towards a project that happens to score lower in Metra's investment prioritization methodology. Stage 2 further filters projects by applying the following considerations to ensure mandatory funding levels are provided to projects:

1. Required to meet a mandate & regulatory compliance
2. Obligations or an active contract
3. Financial commitments, including matching funds for grants
4. Our core capital renewal activities
5. And those projects for which Metra has an upcoming contract

This two-stage investment prioritization process guides the preliminary capital funding proposals for projects over the next five years. Additional considerations must be made, such as which projects are eligible to use the funding source Metra has available in a given year, the syncopation with other infrastructure improvements, and ensuring our program is responsive to RTA Core Requirements.

Upon the review by Metra's executive team, the draft program is presented to the Metra Board, which releases it for public comment. The draft program is also presented to Metra's Citizens Advisory Board and the county boards of each of the six counties in Metra's service area for comment. The public can provide comments at each of these meetings, as well as at public hearings. Comments provided by the public are incorporated into the final capital program to the extent that is practical and prudent before Metra's Board of Directors review the final version of the program. The capital program is also subject to the RTA's public hearing process before it can be officially adopted, thereby providing residents, elected officials, and civic organizations across the region several opportunities to influence the program.

Metra's capital program is also responsive to the regional priorities set by the RTA's latest strategic plan, *Transit is the Answer*, which was adopted earlier this year. *Transit is the Answer* covers the 2023-2027 horizon and maintains many of the guiding principles from the previous strategic plan including the capital allocation structure and core requirements that were adopted in June 2021. RTA requires the service boards to do their part to advance two regional policy priorities: "Achieve Accessibility" and "Improve Equity." To that end, Metra's capital program must allocate an average of 20% of funds across the five-year plan towards projects that achieve full accessibility and improve equity.

In the development its new strategic plan, the RTA also adopted guidance for capital project investments outlining 12 new evaluation themes for projects to track how these investments will help the Chicago region's transit system work toward major goals like equity, accessibility, and climate impact. A recent state law requires transit service boards to grade capital projects against seven typological evaluation categories. RTA's guidance added five additional evaluation categories, bringing the total to 12.

The service boards are charged with using these criteria to grade all projects funded in the five-year program. The grading method outlined by the RTA requires Metra staff to mark projects that strongly meet the evaluation category with an "A," grade projects "B" if they generally meet the goals of the evaluation category, and "C" for projects that do not have a strong connection with the evaluation category. For most evaluation categories, there may be some or many projects that are marked "not applicable" RTA has stated that this initial guidance is a draft and may be revised in the future.

The evaluation themes are:

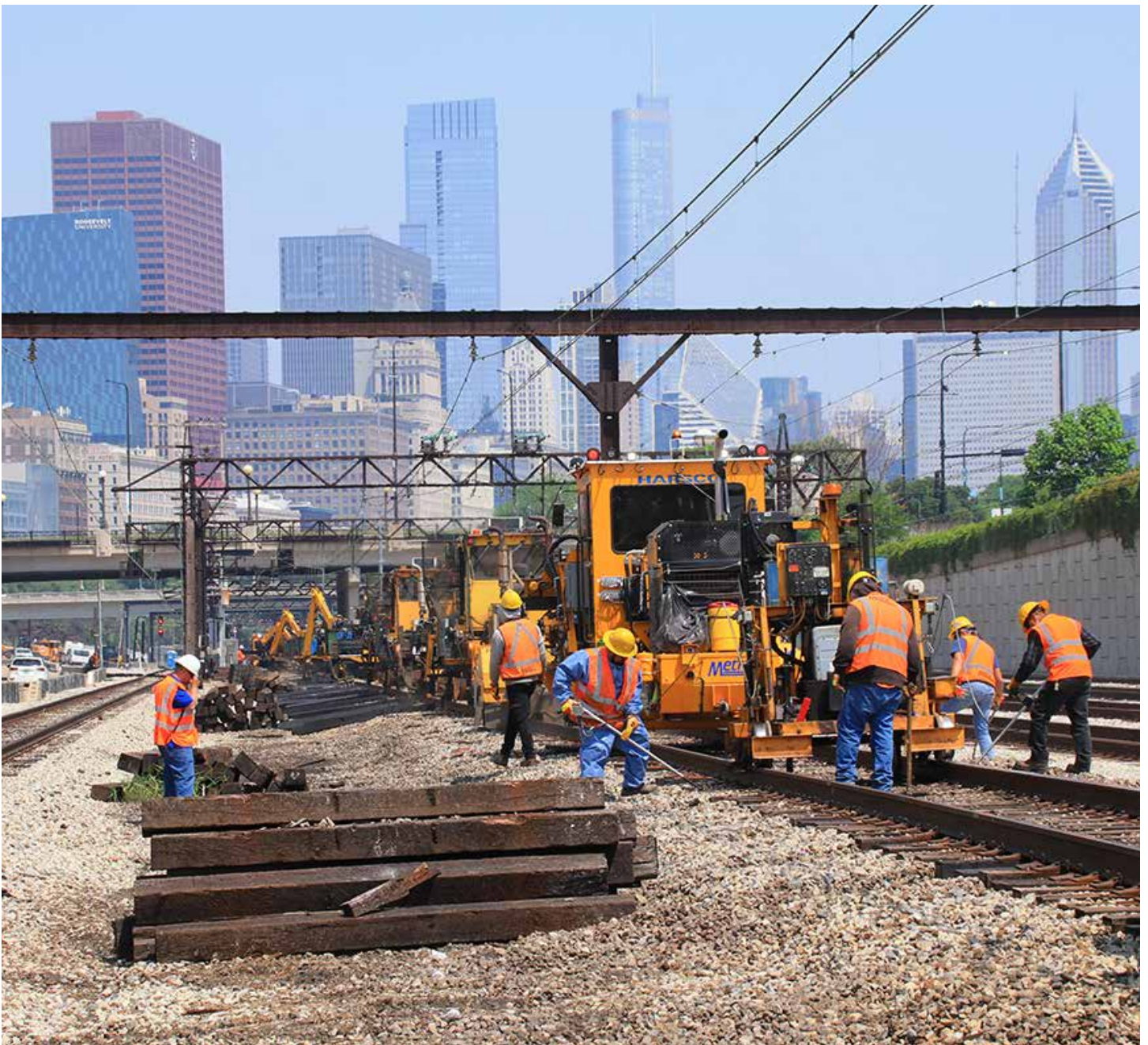
- Access to key destinations
- Racial equity and mobility justice
- Economic development
- Reliability improvement
- Capacity needs
- Safety
- State of good repair
- Climate impact
- Customer experience
- Accessibility for people with disabilities
- Meet regulatory requirements
- Impact on operating costs

Please note that this new RTA capital project evaluation guidance is supplemental to Metra's investment prioritization process. It will not replace Metra's current process but will be used after Metra has selected the list of projects for inclusion in its five-year plan.

STAKEHOLDER OUTREACH

The capital budget process is subjected to a statutorily mandated public outreach process that is followed by the RTA and service boards each year and includes public hearings and county board presentations throughout the region, as mentioned above. In addition, Metra staff actively reach out to the public regarding our capital projects and priorities. Every capital program amendment is posted on its website (*metra.com*) before the applicable Board meeting. Information about the projects can be found on Metra's website and in press releases. Throughout the year, Metra staff also hold town hall meetings around the region about specific projects or initiatives.

Metra also routinely engages with municipal stakeholders across the region on planning studies involving station area improvements or service enhancements. Those planning studies are often funded by RTA or CMAP and are selected through a competitive process that includes public involvement. Every year, staff also presents Metra's capital program to CMAP staff and information about it is posted on CMAP's website. Metra's capital projects are included in CMAP's Transportation Improvement Program (TIP) and subject to another round of public involvement. This CMAP-led public involvement process is independent of Metra and provides a different forum for the public to comment on Metra's capital projects. Metra is always seeking additional ways to be transparent regarding its capital priorities.



2024 CAPITAL PROJECT DESCRIPTIONS

ROLLING STOCK

5009 - Car Rehab (Nippon Sharyo Highliners), MET

This project funds the continued rehabilitation of self-propelled electric cars used on the Metra Electric (ME) Line. The cars were delivered between 2005 and 2007. This first rehabilitation may include, but is not limited to, repair of the car body structure, interior components, and overhaul of propulsion control systems. (\$15,022,000)

5010 - Car and Locomotive Cameras, MET

This project involves the purchase of a digital video recording (DVR) system. The system will replace a 12-year-old, obsolete system on Metra's rolling stock. The new system will allow for video recording of railroad signal aspects and incidents and includes inward-facing cameras and outward-facing, dual-lens cameras. Project funds will also purchase DVR systems to record video in the railcar passenger areas. (\$2,000,000)

5207 - Car Rehab (Nippon Sharyo), MET

This project involves the mid-life rehabilitation of bi-level trailer and cab cars. Nippon Sharyo Corporation built and delivered the cars between 2002 and 2008. This is the first major rehabilitation of these commuter cars and will be performed in multiple phases. (\$43,540,000)

5306 - F59 Locomotive Engine Upgrade, MET

This project funds the overhaul of 21 F59PHI locomotives to maintain a state of good repair. The locomotives' main engine will be upgraded from Tier 0+ to Tier 3 emissions and the HEP genset will be upgraded from Tier 2 to Tier 4. This project will drastically reduce the emissions produced by the engines. (\$8,550,000)

5404 - Switcher Locomotive Procurement, MET

Metra will procure up to seven new switcher locomotives to retire the current fleet that first went into service at least 50 years ago. This project seeks to purchase one all-electric, zero-emission switch locomotive which would be the first in Metra's fleet. Up

TABLE OF RAILROAD DISTRICT ABBREVIATIONS

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

to six additional switch locomotives purchased under this project will meet the Environmental Protection Agency's (EPA) Tier 4 standards, the highest diesel emission standards currently in effect. The project will significantly reduce emissions, improve local air quality near Metra's yards, reduce fuel consumption, greatly improve reliability, and lower maintenance costs. (\$3,750,000)

5505 - PTC Renewal (Mechanical), MET

This project will fund the second phase of Positive Train Control (PTC). Project funds will update onboard equipment and parts in locomotives and cab cars that communicate with the guideway PTC system. (\$1,750,000)

5801 - Traction Motors, MET

This project funds the overhaul of traction motors and traction alternators for locomotives. This project also involves the overhaul of auxiliary generators and head-end-power (HEP) alternators. The overhauled equipment will be used on locomotives operated on railroads either owned or operated by Metra. A basic overhaul is required to return these motors to an acceptable level of performance. (\$2,000,000)

5802 - Locomotive and Car Improvements, MET

This project involves various improvements to diesel-hauled and electric commuter cars, as well as locomotives. The project also involves,

but is not limited to, the purchase of a digital video recording (DVR) system and other components. The new system will allow for video recording of railroad signal aspects and incidents and includes inward-facing cameras and outward-facing, dual-lens cameras. This project will also be used to procure upgrades in preparation for the Highliner 2 overhaul program. (\$3,000,000)

5803 - Wheel Replacement, MET

This project provides for the FRA-mandated replacement of wheelsets on Metra's fleet of locomotives and commuter cars. The replacement wheels will be used on vehicles being operated on all carriers and railroads in the Metra system as part of an ongoing program to overhaul major rolling stock components. (\$4,000,000)

5804 - Car Rehab (Amerrail Midlife Rehab), MET

This project funds the continued rehabilitation of gallery cars used on the Metra diesel lines. These cars were delivered between 1995 and 1997. This second rehabilitation may include but is not limited to, repair of the car body structure, interior components, and running gear systems. (\$3,000,000)

5809 - Car Rehab (Nippon Sharyo HL2), MET

This project funds the continued rehabilitation of self-propelled electric cars used on the Metra Electric (ME) Line. The cars were delivered between

2012 and 2016. This first rehabilitation may include, but is not limited to, repair of the car body structure, interior components, and overhaul of propulsion control systems. (\$6,000,000)

BRIDGES, TRACK & STRUCTURES

4840 - Metra UP North Rebuild, UPR

The project will replace 11 existing Union Pacific North (UP-N) Line bridges over local roads and streets in the City of Chicago. The new bridges will be a single-span design with three through-plate girders and new abutments. Each bridge will also require a walkway and sacrificial girders along the outer girders. The project will also include the replacement of nearly 2 miles of retaining walls and several miles of track, ties, and ballast. Construction will be staged and phased to ensure that two tracks remain in service throughout the duration of construction to limit service disruptions. (\$117,000,000)

5330 - CREATE - 75th St CIP, RID

This project will provide engineering for the 75th Street Corridor Improvement Project (CIP), which will relieve rail congestion by separating freight and passenger rail lines in the City of Chicago. The construction phases will include a flyover to connect the Metra Southwest Service (SWS) to the Rock Island (RI) Line at 73rd Street. Constructing the project will eliminate a major conflict point between Metra and freight trains and will reduce train idling at this location. This funding represents Metra's contribution to the project. Other project partners within CREATE will contribute additional funding. (\$10,000,000)

5443 - Hickory Creek Bridge, RID

This project involves the rehabilitation of a bridge that crosses Hickory Creek on the Rock Island (RI) Line in Will County. The scope of work will include, but is not limited to, the replacement of existing stone abutments, retaining wall construction, steel spans, and decks as well as the rehabilitation of existing timber wing walls and fencing, cracked bearing blocks, and cracked bridge seats on abutments. (\$2,750,000)

5444 - Catenary Structure Rehabilitation, MED

This project involves the ongoing rehabilitation of various catenary structures on the Metra Electric (ME) Line including the mainline, the South Chicago Branch, and the Blue Island Branch. This work typically involves refurbishing structural steel, improving walkways, replacing alternating current cross-arms, and rehabilitating concrete foundation pedestals. Specific project activities will depend upon condition assessments and the availability of track time to schedule work. (\$2,000,000)

5445 - CREATE EW-2 Bridge Lift, RID

This project involves raising the height of a bridge between 78th Street and 79th Street on Metra's Rock Island (RI) Line. The bridge spans three sets of railroad tracks owned by The Belt Railway of Chicago and Norfolk Southern in Chicago at milepost 8.7. This project is a necessary component of the new Auburn Park Station project. (\$3,040,000)

5541 - Stoney Creek Bridge, MET

This project funds the replacement of a bridge that spans Stoney Creek in Chicago Ridge. The bridge, located at milepost 16.3 on Metra's SouthWest Service (SWS) Line, was originally constructed in 1917 and rehabilitated in 1955. Having reached the end of its useful life, this bridge is being replaced to achieve a state of good repair and ensure continued safe operations. (\$2,830,000)

5811 - Ties, Ballast, & Switches-BNS

5812 - Ties & Ballast-MET
These projects fund capital renewal activities related to maintaining safe conditions along the right of way, including but not limited to, track tie replacement, the cleaning or replacement of ballast, and replacement of switch components and heaters. Ties and ballast must be replaced periodically to maintain proper track gauge and surface conditions. These projects fund improvements on Metra's BNSF Line, the Metra Electric District, Milwaukee District, and Rock Island District and related rail yard facilities. (\$11,780,000)

5823 - Undercutting & Surfacing-MET

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. Undercutting is necessary when the ballast section has become so contaminated that normal ballasting and surfacing will no longer hold a proper track surface. The results of undercutting are a smooth, well-aligned track surface, extended tie and ballast life, and reduced ongoing maintenance expense. (\$3,440,000)

5826 - Rail Renewal-MED

5827 - Rail Renewal-MWD

5828 - Rail Renewal-RID

Good rail conditions are integral to maintaining safe operations, track speeds, and on-time performance. These projects will fund the refurbishment or replacement of rail and switches. Project activities may include but are not limited to, the renewal of switch points at various locations, the replacement of switch machines, AC heaters, and turnouts, as well as correcting minor defects with field welding. (\$6,710,000)

5831 - Crossings (Road & Track)-MED

5832 - Crossings (Road & Track)-MWD

5833 - Crossings (Road & Track)-RID

5834 - Crossings (Road & Track)-UPR

These projects will provide for the renewal of rail highway grade crossings at various locations on the Metra Electric Line, Milwaukee District lines, Rock Island Line, and Union Pacific lines. The specific crossings to be renewed will be based upon condition assessments. The work will include, but not be limited to, the replacement of cross ties, crossing material, and ballast, as well as resurfacing of the track. (\$6,390,000)

5836 - Bridges & Retaining Walls-MED

5837 - Bridges & Retaining Walls-MWD

5838 - Bridges & Retaining Walls-RID

5839 - Bridges & Retaining Walls-BNS

5840 - Bridges & Retaining Walls-UPR

Bridges and retaining walls will be repaired or rehabilitated to prevent structural issues at various locations throughout the Metra system. Project funds will be used to proactively address deterioration that can result in the destabilization of the roadbed, track shifting, and slow orders. Bridge improvements may include, but are not

limited to, rehabilitation of wing walls, addressing cracked bearing blocks, renewing bridge seats on abutments, and applying protective coating. Project funds may also be used for engineering design services, installation of outer-track fencing, the addition of concrete panels or bin walls, or reconstruction of retaining wall sections with steel sheet piling. Specific improvements will be determined through a survey of field conditions. (\$8,300,000)

5841 - Bridge Rehabilitation Program, MET

This ongoing, multiyear project will fund the preliminary engineering phase and environmental analyses as required by the National Environmental Policy Act (NEPA) for up to five proposed bridge rehabilitation projects per year. Projects that advance to the final design and construction phases will be funded by new, location-specific, project numbers as funding becomes available. Specific bridge rehabilitation project locations will be determined following review of annual bridge condition inspections, bridge sufficiency ratings, and other factors that will inform which bridges can be improved through rehabilitation. Final design and construction funds have not been identified. (\$3,215,000)

5842 - Bridge Replacement Program, MET

This ongoing, multiyear project will fund the preliminary engineering phase and environmental analyses as required by the National Environmental Policy Act (NEPA) for up to five proposed bridge replacement projects per year. Projects that advance to the final design and construction phases will be funded by new, location-specific, project numbers as funding becomes available. Specific bridge replacement project locations are to be determined based on priority needs, annual bridge condition inspections, bridge sufficiency ratings, and the potential for bundling multiple bridge replacement projects into one construction contract procurement. Final design and construction funds have not been identified. (\$6,660,000)

5843 - CREATE Ogden Junction (WA1) UPR

The Ogden Junction (WA1) project will invest \$170 million to improve a 1.9-mile-long segment of the Union Pacific rail line along Rockwell Avenue between Fulton Street on the north and 16th Street on the south. Improvements include the replacement of 14 (of 18)

viaducts, rehabilitation of two viaducts, and permanent removal of two viaducts. All viaducts and bridges will be upgraded to modern design standards. Rail infrastructure improvements include the addition of a new, state-of-the-art bi-directional computerized traffic control system (TCS), upgraded rail switches (from manual to automatic), additional control points at Taylor Street, Ogden Avenue, and 16th Street, crosstie replacement, surfacing to improve track foundation and alignment, and additional tracks to support fluidity and capacity. This funding represents Metra's contribution to the project, other project partners within CREATE will contribute additional funding. (\$500,000)

SIGNAL, ELECTRICAL & COMMUNICATIONS

4746 - Impedance Bonds, MED

This project involves replacing impedance bonds that are damaged, defective or have insufficient negative return equipment and connections. Impedance bonds are a fundamental part of the track circuit and control the current path, thus limiting power losses and ensuring the proper function of the protective relays. (\$800,000)

4842 - 16th Street Interlocking, RID

This project will replace the 16th Street interlocking with a modern solid-state automated electronic system at a junction with tracks owned by Canadian National (CN) near 16th Street in Chicago. The 16th Street interlocking 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. (\$12,910,000)

5361 - Morgan 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 and grade crossing system infrastructure between Canal Street and the A2 interlocking and includes the installation of three crossovers. This is a multiyear project that will require additional construction funds in later years. (\$1,500,000)

5362 - Western Interlocking, RID

This project will provide construction funds for the replacement of the obsolete signal system infrastructure at the Western Avenue interlocking at Vermont and Grove streets in Blue

Island on Metra's Rock Island Line. The interlocking was originally installed in the early 1960s. (\$1,790,000)

5388 - Smart Gates, MET

This project involves upgrades to protected grade crossings to improve the safety and reliability of grade crossing protections. Metra has approximately 300 active grade crossings with warning devices. This project will fund upgrades of circuitry at these grade crossings to the latest technology. As part of this project, Metra will also install monitors to check the condition of the grade crossing protection system. When a monitor detects an anomaly, the system will notify the back office and dispatch a signal maintainer to perform repairs. PTC wireless crossings are being added to the scope in 2025 and beyond. (\$4,000,000)

5556 - Constant Tension Catenary, MED

This project will fund a multiyear engineering study of constant tension technology for the potential application to the Metra Electric (ME) Line. The catenary system is currently undergoing extensive rehabilitation. Constant tension technology may be added to the catenary rehabilitation project scope pending the results of this study. (\$1,100,000)

5557 - MED Improvements, MED

This project consists of the upgrade of the Metra Electric track and structure in conjunction with the increased service planned for the Northern Indiana Commuter Railroad District (NICTD) and its federally assisted New Start project for the South Shore Line. This project will install, upgrade, and/or realign tracks, install signals, turnouts, and associated catenaries, extend, and construct new storage tracks, and construct and install new platforms. Metra funds are to be fully reimbursed in accordance with a fixed facility agreement with NICTD. A subproject element that will be fully funded by Metra will reconstruct Control Point (CP) Congress and related signal components and interlockings. (\$18,000,000)

5559 - Systemwide Cameras, MET

This project will add up to 600 cameras per year throughout the Metra system. Upon completion of fiber optic cable installation on the Rock Island (RI) Line and the Southwest Service (SWS) Line, this project may support up to 1,300 cameras to be installed at all grade crossings and 110 stations. Project expenses may include, but are not limited

to, cameras and associated wiring and masts. This is a multiyear, phase-funded project. (\$2,450,000)

5651 - PTC Renewal (Engineering), MET

This project will fund the second phase of a multiyear project to update back-office equipment, components, hardware, software, and other equipment necessary to maintain safe and consistent operations of Metra's interoperable Positive Train Control (PTC) system. This new system will include an advanced user interface that will provide operational self-checks and will enable safer operations. Additional funds for this project element will be provided through 2023 and 2024 capital program amendments. Additional funds for this project will be allocated in later years. (\$300,000) (\$690,000)

5652 - Centralized Traffic Control System Upgrade

Metra's aging communications systems will be updated, improved, or replaced under this project. Subprojects may include but may not be limited to, the improvement or replacement of Metra's current radio systems, phone systems, and data-transfer systems. Project activities may reduce the long-term operating, audit, monitoring, and repair costs while improving the reliability of various communications systems. The primary means of communicating with the field is the ATCS radio network which is being decommissioned within the next 3-5 years. Backup modes of communications rely on aging copper circuits, which are costly and unreliable. Centralized Traffic Control (CTC) over Interoperable Train Control Messaging (ITCM) leverages Metra's existing PTC communications infrastructure, which increases reliability and decreases operating costs. (\$500,000)

5750 - Crossing Inventory Management System, MET

Metra will procure a web-based railway crossing inventory management application. The new software application may include, but is not limited to, the ability to synchronize with the FRA Grade Crossing Inventory System (GCIS); to utilize the GCIS Application Programming Interface (API), compatibility with FRA Accident Prediction and Severity (APS) model; and to provide near real-time data transfer. The project will also include professional services to review and provide quality control for existing

databases and a field investigation to update the crossing inventory and crash incident databases. (\$300,000)

5751 - Jackson Substation, MED

This project will fund the design, replacement, and expansion of the Jackson Substation along the Metra Electric (ME) Line. The substation's rectifiers are several decades old and difficult to repair due to a lack of spare components. This project is a prerequisite for additional service capacity on the tracks leading into Van Buren Street Station. The project is part of an ongoing program to repair and replace components of the electrical power distribution system. (\$12,200,000)

5753 - Harvey Substation, MED

This multiyear project will fund the design, replacement, and expansion of the Harvey Substation along the Metra Electric (ME) Line. This project is a prerequisite for additional service capacity. The substation's rectifiers are several decades old and difficult to repair due to a lack of spare components. The project is part of an ongoing program to repair and replace components of the electrical power distribution system. The project will require additional construction funds in later years. (\$300,000)

5754 - Homewood Substation, MED

This project will fund the design, replacement, and expansion of the Homewood Substation along the Metra Electric (ME) Line. This project is a prerequisite for additional service capacity. The substation's rectifiers are several decades old and difficult to repair due to a lack of spare components. The project is part of an ongoing program to repair and replace components of the electrical power distribution system. This is a multiyear project and will require additional construction funds in later years. (\$300,000)

5757 - DC & AC Switchgear Replacement, MED

Metra will install a new switchgear system that can supply Direct Current (DC) and Alternating Current (AC) switchgear along the Metra Electric (ME) Line. This project will replace obsolete assets with a new system designed to protect the DC-powered railway line and integrated with high-speed circuit breakers for the rectifier, the power feeder, and the backup application to prevent safety incidents. (\$500,000)

5758 - Power Distribution System Monitoring, MED

Replacement of obsolete components of Metra's Supervisory Control and Data Acquisition (SCADA) system which monitors the Metra Electric Line's power distribution system. The project will reduce equipment failure and downtime and related train delays. The SCADA project will upgrade obsolete software and hardware, including three new servers. (\$1,750,000)

5850 - Signal System Upgrades-MED

5851 - Signal System Upgrades-MWD

5852 - Signal System Upgrades-RID

5853 - Signal System Upgrades-UPR

These projects will replace various signal infrastructure components such as junction boxes, electrical cabinets, wiring, and LED lights on an as-needed basis. Locations and scope of work are determined upon routine inspection or component failure. (\$3,485,000)

5854 - Randolph St Interlocking, MED

This project will replace existing switches, switch cables, track relays and cables on the Metra Electric Line at Millennium station in the lower Randolph Street interlocking. These components are more than 40 years old and in constant need of repair. (\$860,000)

5855 - Signal Interlocking Microprocessors, MET

This project will replace train controller microprocessors that have become obsolete or that are no longer available for purchase due in part to supply chain and labor shortages caused by the global pandemic. (\$2,050,000)

5876 - Automatic Equipment ID Readers, MET

Automatic Equipment Identification (AEI) scanning systems will be purchased and installed where freight trains enter Metra property to identify and log freight train information including cars, length & weight of trains to increase the accuracy and efficiency of billing with foreign rail carriers. (\$720,000)

FACILITIES & EQUIPMENT

5274 - Cybersecurity Systems, MET

This project covers all cybersecurity-related hardware, software, professional services, and cloud investments for the agency. This also includes the purchase of hardware and software for multiple networks and segments including IT systems, PTC, SCADA, signal,

telecom, and camera networks. The new equipment will cover vulnerability scanning and prioritization, patch automation and remediation, Security Information and Event Management (SIEM), and endpoint detection and response (EDR). (\$955,000)

5573 - IT Components & Services, MET

This project includes the procurement and installation components to support Metra's technology and computer systems. The project may include but is not limited to the physical hardware, virtualization software, storage area networks, firewalls, switches, communications hardware, cloud connectivity software and services, and circuits for the data center at Metra's headquarters. Current components are at the end of their useful life or are technically obsolete and must be replaced. (\$3,100,000)

5574 - Station Displays (TROI Net), MET

The TROI-Net Station Displays Project is the design and rollout of the next generation of Metra's Visual Information System (VIS) signs. Instead of one VIS sign per station, TROI-Net station displays will be installed at more than one location at most stations. To meet accessibility requirements, new digital displays will provide the visual part of Metra's audio/visual announcements at stations. TROI-Net station displays will also provide live train-tracking information, customer information messages, and emergency messages for Metra's customers. This project funds installation of new digital displays at each station in the system. (\$7,900,000)

5746 - BNSF Yard Power Transformers, BNS

This project will fund the replacement of electrical power transformers and related components within rail yards that BNSF owns and uses to operate Metra service. The existing equipment is beyond its useful life. BNSF Railway will contribute to the capital costs of the project based on the terms set in fixed facility agreements. (\$4,200,000)

5771 - Protective Asset Acquisition, MET

Metra intends to purchase various assets and/or, real estate to improve the regional passenger rail system. Potential purchase agreements are subject to extensive negotiations, market research,

and deliberation between Metra's Board of Directors and executive leadership. (\$55,000,000)

5774 - Engineering Cybersecurity Systems, MET

This project covers cybersecurity-related hardware, software, professional services, and cloud investments for equipment controlled by the Engineering Department. This includes the purchase of hardware and software for multiple networks, and segments, including positive train control (PTC), SCADA infrastructure, signal, telecom, and camera networks. The project will encompass remote access and account management, vulnerability scanning and prioritization, patch automation, and remediation. (\$400,000)

5860 - Yard Improvements-BNS

5861 - Yard Improvements-MED

5862 - Yard Improvements-MWD

5863 - Yard Improvements-RID

5864 - Yard Improvements-UPR

These projects will provide design and construction funds for annual yard improvements and capital maintenance. Improvements may include, but are not limited to, repairing ties and track, improving crosswalks and yard platforms, upgrading switch machines and heaters, cable reels, shore power, fencing, and other improvements to the track bed on the Metra system. These projects will also replace switch components, ties and ballast, employee platforms, and various yard facilities. (\$11,680,000)

5869 - Vehicles & Equipment, MET

This project provides for the purchase of fleet vehicles and equipment utilized by Metra's various departments to help service and maintain the system. This project includes, but is not limited to, vehicles used for supervision of fieldwork, small pickup trucks, and construction equipment. Project funds will replace and retire vehicles and equipment that has surpassed its useful life. (\$2,330,000)

5870 - Office Equipment, MET

This project consists of the purchase of various pieces of equipment, office furniture, workspaces, conference tables, break-room appliances, and small-scale climate control systems that will be used at Metra buildings and facilities. The current condition of the equipment that is being replaced is poor, and the equipment has reached or surpassed its useful life. (\$250,000)

5871 - Human Resources Software Upgrades, MET

This project will procure, install, and support various HR software packages, including services to support strategic initiatives such as the generation/reporting of Key Performance Indicators (KPIs), the ability to drive down health costs and increase convenience for our workforce, and provide a centralized content aggregation/portal site for faster access to content. (\$1,750,000)

5872 - Timekeeping System Upgrade, MET

In order to modernize Metra's timekeeping system and practices, this project will upgrade the existing on-premises timekeeping solution to a cloud-based solution. This will eliminate the need to manage timekeeping servers and free IT staff to pursue additional needs. (\$2,050,000)

5873 - Telecom Facilities HVAC Replacement, MET

This project includes demolition and installation of cooling equipment at the telecom rooms at the Ogilvie Transportation Center, Van Buren Street Station, and Kensington Yard (KYD). The new equipment will provide cooling to many communication systems, including PTC, signal, customer intercom/display, and video camera/recording. (\$980,000)

5874 - Fuel Storage Tank Upgrades, MET

This multiyear project will address issues with above ground and underground storage tanks at various rail yards across Metra's system that are used to store diesel fuel and oils used to service locomotives. The project scope includes, but is not limited to, storage tank condition assessments, environmental analyses, tank repairs, system upgrades, underground piping improvements, and the replacement of the fuel management control systems. This project funds an assessment and will require additional funds in later years for additional studies, design, and construction. (\$250,000)

5875 - Western Ave Yard-Roof & HVAC Replacement, MWD

The project will include a replacement of the Western Avenue Yard Diesel Shop roof as well as HVAC upgrades. The project will include electrical work for the facilities and improvements to the roof drainage system, which is currently experiencing leakages. (\$22,900,000)

STATIONS & PARKING**4784 - Van Buren Street Station, MED**

A complete renovation of the downtown Chicago station will rehabilitate the existing historic waiting rooms, replace the roof assembly while maintaining the green roof, and replace the pedestrian tunnel in Grant Park. The new entrance in Grant Park will include a new staircase and elevator and add an ADA-compliant ramp connecting to the pedestrian bridge. The pedestrian tunnel under Michigan Avenue will be waterproofed and a new elevator will be added to the Jackson Boulevard platform. The scope of work includes rehabilitation of the stair enclosures and elevator west of Michigan Avenue, replacement of the platforms, new full-length platform canopies, heated warming shelters, construction of a new vendor space at the lower level, and all new mechanical, electrical, and plumbing throughout the station. (\$28,500,000)

4878 - West Chicago Station, UPR

This project will provide station improvements consisting of the replacement of both platforms, rehabilitation of all station stairs and ramps, tunnel improvements, sidewalk improvements, and accessible routes. ADA improvements will be made inside the station depot along with new site and platform lighting, guardrails and handrails, site amenities, signage, and landscaping throughout the station. (\$8,000,000)

5187 - Harvey Intermodal Transportation Center, MED

The redevelopment of Pace's Harvey Transportation Center and Metra's Harvey Station is a joint venture by Metra, Pace, and the City of Harvey. The project's goal is to create a magnet for new businesses and new residents to the City of Harvey by improving customer experience. Improvements will include a new station entrance, new platform headhouses, waiting areas, elevators, an expanded platform with a canopy, new parking with a kiss-and-ride lane, and new lighting. Signs and other station amenities will also be added. (\$23,770,000)

5475 - Systemwide Station Sign Replacement, MET

This project will replace station identification signs throughout the entire Metra system. Most of these signs were installed in the early 1980s and are reaching the end of their useful life. The new signs will be designed to comply

with the Americans with Disabilities Act (ADA), coordinate color schemes with the rail line branding, and improve wayfinding to more easily discern the direction of travel from each boarding platform. (\$3,075,000)

5478 - Elevator Replacement, MET

This project will renovate, replace, or upgrade elevators at various locations throughout the entire Metra system. New elevators will be built to the industry best practice specifications set by the American Public Transportation Association (APTA) to ensure the new elevators are reliable and resilient as well as ADA-compliant. This project is part of Metra's ongoing commitment to achieving full accessibility across the system. (\$2,520,000)

5479 - Shelters, MET

This project will fund the installation of shelters at stations across the entire Metra system to provide passengers with protection from the elements. Specific locations are yet to be determined and will be selected based on existing conditions and demand. Shelters will be prefabricated structures and may include on-demand heating elements. (\$1,025,000)

5585 - Evanston-Davis Street Station, UPR

This project will rehabilitate the station, including improvements to the platforms, canopies, shelters, stairs, ramps, lighting, wayfinding, and informational signage. Evanston-Davis Street is a historic station, and the design improvements must respect and reflect the historic nature of the station while improving station amenities. This is a multiyear project that will require additional construction funds in later years. (\$2,000,000)

5685 - LaGrange Road Station, BNS

This project will rehabilitate the LaGrange Road Station along the BNSF line in LaGrange. The scope of work will include, but is not limited to, replacing the station depot and windbreak roofs, renovating the station depot heating and ventilation systems, repairs to brick and stone, tuckpointing, and refinishing the depot interior. Additional project elements include, but are not limited to, sidewalk accessibility improvements, bicycle facility upgrades, and drainage repairs. (\$515,000)

5688 - Rogers Park Station, UPR

This project will completely rehabilitate the northernmost Metra station in the City of Chicago. The Rogers Park station is on the Union Pacific North (UP-N) Line atop a retaining wall section that was originally constructed in 1916. The project scope includes extensive repairs to the station depot and entrance ramps and shelters, including the installation of a shelter above grade at track level. Station lighting upgrades and platform renovation work will be completed as needed. Additional project elements may include, but are not limited to, sidewalk repairs, upgraded bike facilities, landscape enhancements, entrance staircase repairs, and related work as needed. This is a multiyear project that will require additional construction funds in later years. (\$1,400,000)

5781 - Station ADA Improvements, MET

Americans with Disabilities Act (ADA) infrastructure deficiencies will be addressed by this project. Repair services and construction materials will be funded by this annual project. 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 ADA-compliant truncated dome type surfaces. Platform and pathway improvements may also be completed under this project. Metra forces may complete some project activities for cost savings and to expedite repairs. (\$1,600,000)

5787 - CUS Concourse Reconstruction, MET

The project will support the Amtrak-led effort to complete the final design and the eventual construction to rebuild the concourses at Chicago Union Station (CUS). Metra and Amtrak collaborate to maintain and improve CUS and the facilities within the terminal. Metra has committed to provide matching funds to Amtrak if discretionary grants are awarded to Amtrak to advance the broader project and vision to reconstruct CUS. (\$1,000,000)

5880 - Platform Improvements, MET

This project funds the rehabilitation or replacement of several passenger boarding platforms each year and may include improvements to access pathways, as necessary. Platform cracks, fissures, and buckling will be addressed

to ensure the boarding platforms are level and safe. Improvements will be compliant with the Americans with Disabilities Act (ADA) and may include the installation or replacement of deteriorated tactile surfaces with ADA-compliant truncated dome surfaces. (\$5,820,000)

5882 - Parking Lot Improvements, MET

The project funds the construction of new parking lots and rehabilitation of existing parking lots. The work includes, but is not limited to, earthwork, new asphalt pavement, grinding of asphalt pavement, concrete curbs, sidewalks, stormwater drainage systems, lighting, electrical work, solar panels, fee collection systems, fee collection shelters, signage, landscaping, pavement seal coatings, paint striping, and landscaping. (\$1,210,000)

5883 - Pingree Road Station, UPR

The Pingree Road Station improvement project will include the rehabilitation of the platforms and improvements to the ramp to the platform, both of which are necessary to ensure ADA accessibility. The project also includes improvements to the retaining wall at the station, on the UP-NW line in Crystal Lake. This multiyear project will fund design engineering services and any environmental analyses as required by the National Environmental Policy Act (NEPA). Construction funds will be provided in later years. (\$200,000)

5884 - Woodstock Station-Warming Shelter, UPR

The project will add a new warming shelter with on-demand heating on the inbound platform side across the tracks from the current Woodstock Metra Station. The shelter will have finishes that match the style and architecture the station depot. This is a community-initiated project from the City of Woodstock, which has a contract with the design consultant. Metra will reimburse the City of Woodstock for design and will bid it out for construction. (\$1,000,000)

SUPPORT ACTIVITIES

5488 - Project Development, MET

This project will allow Metra to undertake studies to advance major capital projects and secure grant funding. (\$1,000,000)

5489 - Program Management, MET

Historic levels of capital funding necessitate additional program management capacity. This project will fund the professional services necessary to deliver capital projects.

Project activities may include, but are not limited to, funding studies, concept design, developing new business tools and processes, professional services under the Project Management Oversight (PMO) contract, and the procurement of software. (\$30,278,295)

5890 - Capital Delivery Support Contracts, MET

The Site Surveying & Data Evaluation Services contract is intended to aid the Capital Delivery Department. Site surveys and data evaluation that will be provided by this contract will help the Capital Delivery Department obtain up-to-date information that is required for accurate cost estimating, accurate scoping, and improvements to project delivery. This project will also help streamline design engineering and NEPA compliance. (\$2,275,000)

5894 - Infrastructure Engineering-MET

This project funds various capital project engineering responsibilities. Funds will support the implementation of capital projects and cover the costs of Metra's Engineering Department and consultants providing professional services. Associated professional consultant services may include design engineering and/or construction management in the areas of civil, structural, electrical, mechanical, signal, communications, and environmental engineering. (\$800,000)

5898 - 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). (\$900,000)

5899 - Contingencies, MET

This project will fund emergencies and unanticipated capital needs that arise throughout the program year. Items covered require immediate attention and cannot wait for inclusion in the capital program for the forthcoming program year. Contingencies are necessary to fund emergency activities to prevent project and service delays. (\$800,000)

Exhibit 19

METRA OPERATING & SERVICE CHARACTERISTICS AS OF 2023

Carrier/Line		Revenue Trains *			Train Miles	Car Miles	On-Time Performance	
		Weekday	Sat	Sun/Hol			2022 Average	Jan - Jun 2023 Average
					Jul 2022 - Jun 2023			
BNSF Railway		91	30	20	878,267	6,391,064	97.1%	96.2%
Union Pacific	North	70	26	18	689,410	4,185,052	95.9%	96.5%
	Northwest	78	34	21	994,450	6,725,411	94.4%	93.3%
	West	58	20	18	636,788	5,027,999	91.9%	93.1%
Total		206	80	57	2,320,648	15,938,461	94.4%	94.4%
Electric District	Main Line	67	42	24	607,506	3,321,014	97.8%	96.0%
	Blue Island	22	8	0	94,056	342,122	96.8%	96.5%
	South Chicago	42	32	20	178,108	733,669	96.9%	96.4%
Total		131	82	44	879,669	4,396,805	97.4%	96.2%
Heritage Corridor		6	0	0	59,046	240,697	87.8%	92.1%
Milwaukee District	North	52	20	18	605,199	3,883,282	91.4%	92.1%
	West	52	24	18	533,343	3,617,975	94.1%	95.4%
Total		104	44	36	1,138,542	7,501,257	92.8%	93.7%
North Central Service		14	0	0	164,643	857,870	93.0%	91.4%
SouthWest Service		30	0	0	173,020	1,111,770	93.2%	93.7%
Rock Island District		80	33	28	717,550	5,310,118	96.0%	96.1%
System Totals/Averages		662	269	185	6,331,385	41,748,042	95.4%	95.0%

* Based on schedule in effect August 14, 2023

Exhibit 20
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	46	171	38	0	144.0	37.5
Union Pacific	North Line	Kenosha, WI (Kenosha Co.)	Ogilvie Transportation Ctr.	24	1	25	1	21					107.5	51.6
	Northwest Line	Harvard, IL (McHenry Co.)	Ogilvie Transportation Ctr.	21	0	21	0	19					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	0	16					144.2	43.6
Total				64	1	65	1	57	55	272	64	0	418.2	162.3
Electric District	Main Line	University Park, IL (Will Co.)	Millennium Station	32	0	32	0	14					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
Total				47	0	47	0	23	0	0	0	182	102.3	40.6
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
Total				41	0	41	0	37	53	151	55	0	186.4	83.9
North Central Service **		Antioch, IL (Lake Co.)	Chicago Union Station	15	0	15	0	15	**	**	**	***	85.6	52.8
SouthWest Service *		Manhattan, IL (Will Co.)	Chicago Union Station	12	0	12	0	12	*	*	*	*	59.3	40.8
Rock Island District*	Main Line	Joliet, IL (Will Co.)	LaSalle Street Station	14	0	14	0	13					83.8	40.0
	Beverly Branch	Blue Island, IL (Cook Co.)	LaSalle Street Station	12	0	12	4	6					13.3	6.6
Total				26	0	26	4	19	22	80	30	0	96.9	46.6
Downtown Stations				5	0	5	0	5						
System Totals				241	1	242	10	191	176	674	187	182	1,154.9	487.5

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

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

Exhibit 21

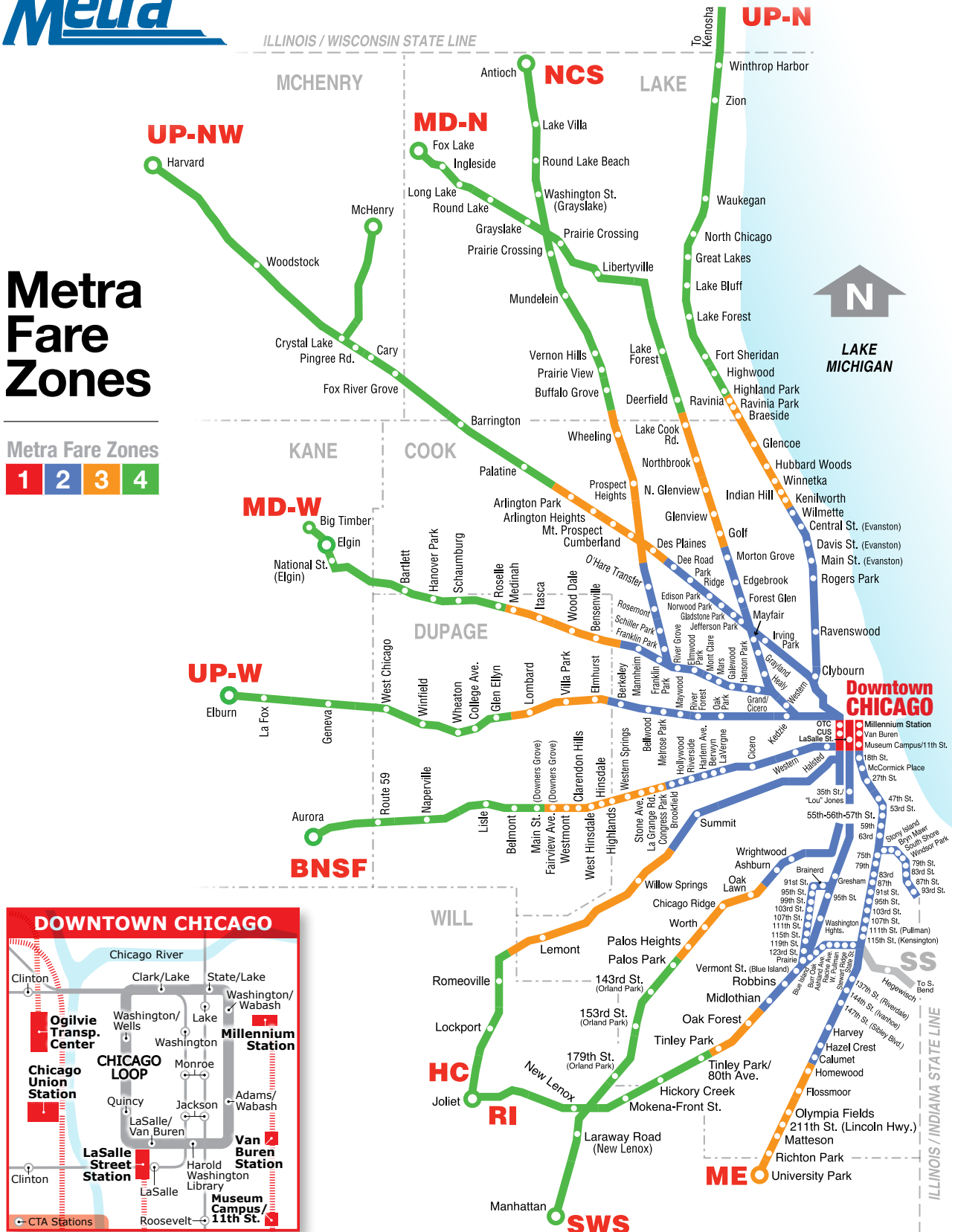
METRA FARE ZONES



Metra Fare Zones

Metra Fare Zones

1	2	3	4
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57 PROPOSED OPERATING and CAPITAL PROGRAM and BUDGET

Exhibit 22

METRA RAIL STATIONS BY ZONE LINE

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

* OTC=Ogilvie Transportation Center

ZONE	NORTH CENTRAL SERVICE		ROCK ISLAND MAIN		ROCK ISLAND BRANCH		SOUTHWEST SERVICE		UNION PACIFIC NORTH		UNION PACIFIC NORTHWEST		UNION PACIFIC WEST	
1	Union Station	0.0	LaSalle	0.0			Union Station	0.0	OTC*	0.0	OTC*	0.0	OTC*	0.0
2	Western Ave	2.9	35th St./"Lou" Jones	3.1	Brainerd	10.6	Wrightwood	11.2	Clybourn	2.9	Clybourn	2.9	Kedzie	3.6
	River Grove	11.4	Gresham	9.8	91st St	11.3	Ashburn	12.6	Ravenswood	6.5	Irving Park	7.0	Oak Park	8.5
	Belmont Ave	13.0	95th St	10.9	95th St	11.7			Rogers Park	9.4	Jefferson Park	9.1	River Forest	9.7
	Schiller Park	14.8	Washington Hts	12.0	99th St	12.3			Main St	11.0	Gladstone Park	10.1	Maywood	10.5
	Rosemont	15.6	Vermont St	15.7	103rd St	12.8			Davis St	12.0	Norwood Park	11.4	Melrose Park	11.3
	O'Hare Transfer	17.1	Robbins	17.2	107th St	13.3			Central St	13.3	Edison Park	12.6	Bellwood	12.6
			Midlothian	18.4	111th St	13.8			Wilmette	14.4	Park Ridge	13.5	Berkeley	14.3
					115th St	14.3					Dee Road	15.0		
					119th St	14.8								
					123rd St	15.2								
					Prairie St	15.8								
					Vermont St	16.4								
	3	Prospect Heights	24.0	Oak Forest	20.4			Oak Lawn Patriot	15.2	Kenilworth	15.2	Des Plaines	17.1	Elmhurst
Wheeling		27.2	Tinley Park	23.5			Chicago Ridge	16.8	Indian Hill	15.8	Cumberland	18.6	Villa Park	17.8
							Worth	18.2	Winnetka	16.6	Mt Prospect	20.0	Lombard	19.9
							Palos Heights	18.7	Hubbard Woods	17.7	Arlington Heights	22.8		
									Glencoe	19.2	Arlington Park	24.4		
									Braeside	20.5				
									Ravinia	21.5				
4	Buffalo Grove	29.5	80th Ave	25.1			Palos Park	20.3	Highland Park	23.0	Palatine	26.4	Glen Ellyn	22.4
	Prairie View	31.6	Hickory Creek	27.5			143rd St	23.6	Highwood	24.5	Barrington	31.9	College Ave	23.8
	Vernon Hills	33.0	Mokena	29.6			153rd St	25.2	Fort Sheridan	25.7	Fox River Grove	37.3	Wheaton	25.0
	Mundelein	36.9	New Lenox	34.0			179th St	28.9	Lake Forest	28.3	Cary	38.6	Winfield	27.5
	Prairie Crossing/	40.7	Joliet	40.0			Laraway Road	35.8	Lake Bluff	30.2	Pingree Road	41.7	West Chicago	29.8
	Libertyville						Manhattan	40.8	Great Lakes	32.0	Crystal Lake	43.2	Geneva	35.5
	Washington St	43.9							North Chicago	33.7	McHenry	50.6	La Fox	40.9
	Round Lk	45.9							Waukegan	35.9	Woodstock	51.6	Elburn	43.6
	Beach													
	Lake Villa	48.2							Zion	42.1	Harvard	63.1		
Antioch	52.8							Winthrop Harbor	44.5					
								Kenosha	51.5					

Exhibit 23

RIDERSHIP-RELATED STATISTICS: JULY 2022 - JUNE 2023

Estimated Ridership Based on Total Ticket Sales

Carrier/Line		July 2022 - June 2023				
		Annual Passenger Trips*	Annual Passenger Miles*	Annual Passenger Revenue	Avg Rev Per Passenger Trip	Avg Trip Length (miles)
BNSF Railway		5,504,000	127,227,500	26,826,500	\$4.87	23.1
Union Pacific	North	3,709,700	65,486,600	16,189,900	\$4.36	17.7
	Northwest	4,058,200	103,175,100	19,403,800	\$4.78	25.4
	West	2,911,100	65,256,700	14,144,800	\$4.86	22.4
Total		10,679,000	233,918,400	49,738,500	\$4.66	21.9
Metra Electric		3,675,900	59,427,100	9,313,500	\$2.53	16.2
Heritage Corridor		226,200	6,015,900	1,096,600	\$4.85	26.6
Milwaukee District	North	2,423,600	57,361,700	11,675,200	\$4.82	23.7
	West	2,069,100	50,796,100	9,589,600	\$4.63	24.5
Total		4,492,700	108,157,800	21,264,800	\$4.73	24.1
North Central Service		439,400	13,688,900	2,169,200	\$4.94	31.2
SouthWest Service		706,500	13,467,500	3,181,900	\$4.50	19.1
Rock Island District		2,944,100	65,119,300	8,467,300	\$2.88	22.1
System Totals*		28,667,700	627,022,500	122,058,200	\$4.26	21.9

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

* Includes free trips with an RTA-issued Ride Free Permit

Exhibit 24

FORECASTED RIDERSHIP AND VEHICLE MILES / 2022-2026

	2022 Actual	2023 Projected*	2024 Forecast	2025 Forecast	2026 Forecast
Passenger Trips ¹	23,792,000	32,316,000	40,202,000	44,223,000	48,645,000
Year-to-Year Change		35.8%	24.4%	10.0%	10.0%
Passenger Miles ²	518,255,000	703,966,000	875,696,000	963,310,000	1,059,632,000
Year-to-Year Change		35.8%	24.4%	10.0%	10.0%
Revenue Car Miles	38,741,000	43,036,000	46,174,000	47,345,000	47,433,000
Year-to-Year Change		11.1%	7.3%	2.5%	0.2%

*Based on January-August actuals

¹ - Based on ticket sales and free trips

Exhibit 25

RIDERSHIP-RELATED STATISTICS: JULY 2022 - JUNE 2023

Average Passenger Loads (conductor counts)

Carrier/Line		July 2022 - June 2023							
		Weekday Average				Avg Saturday	Avg Sunday	Avg Week	
		Peak	Reverse	Midday	Evening				Total
BNSF Railway		19,400	1,400	3,600	1,700	26,200	8,500	5,500	145,000
Union Pacific	North	11,200	3,000	3,300	1,400	18,900	7,500	5,000	107,000
	Northwest	13,000	1,300	2,900	1,100	18,400	9,700	5,600	107,300
	West	10,100	800	1,500	800	13,300	4,200	3,200	73,900
Total		34,300	5,100	7,700	3,300	50,600	21,400	13,800	288,200
Metra Electric	Main Line	5,700	700	1,900	800	9,100	3,800	2,200	51,500
	Blue Island	1,000	100	300	0	1,500	400	0	7,900
	So Chicago	1,200	600	900	200	2,900	1,800	1,000	17,300
Total		7,900	1,400	3,100	1,000	13,500	6,000	3,200	76,700
Heritage Corridor		900	0	40	0	900	20	0	4,520
Milwaukee District	North	6,800	800	1,300	500	9,300	2,500	1,800	50,800
	West	5,500	400	1,000	500	7,400	2,600	1,900	41,500
Total		12,300	1,200	2,300	1,000	16,700	5,100	3,700	92,300
North Central Service		1,500	100	200	0	1,800	0	0	9,000
SouthWest Service		2,700	20	200	50	2,900	0	0	14,500
Rock Island District		8,900	400	1,700	500	11,500	2,600	1,700	61,800
System Totals		87,900	9,700	18,900	7,500	124,000	43,800	27,800	692,020

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

Exhibit 26

TICKET SALES BY TICKET TYPE: JULY 2022 - JUNE 2023

Carrier/Line		Between Chicago, IL (Cook County) and...	Monthly	Ten-Ride	One-Way	Day Pass	One Day Weekend Pass	Two Day Weekend Pass
BNSF Railway		Aurora, IL (Kane County)	69,800	85,200	653,800	784,000	119,100	32,300
Union Pacific	North	Kenosha, WI (Kenosha County)	34,500	74,500	678,600	494,100	87,100	19,400
	Northwest	Harvard, IL (McHenry County)	46,300	50,700	596,800	577,600	158,900	42,500
	West	Elburn, IL (Kane County)	34,600	49,900	415,300	360,000	91,000	23,600
Total			115,400	175,100	1,690,700	1,431,700	337,000	85,500
Metra Electric		University Park, IL (Will County)	24,800	100,900	1,257,300	33,800	19,000	5,600
Heritage Corridor		Joliet, IL (Will County)	3,800	2,500	14,600	40,800	500	200
Milwaukee District	North	Fox Lake, IL (Lake County)	28,800	37,900	342,200	345,800	72,000	16,900
	West	Elgin, IL (Kane County)	26,200	18,000	306,300	282,400	80,600	15,400
Total			55,000	55,900	648,500	628,200	152,600	32,300
North Central Service		Antioch, IL (Lake County)	6,700	4,300	46,300	84,500	400	300
SouthWest Service		Manhattan, IL (Will County)	12,400	8,700	55,300	91,100	200	200
Rock Island District		Joliet, IL (Will County)	29,300	84,400	654,400	27,600	31,300	4,400
System Totals*			317,200	517,000	5,020,900	3,121,700	660,100	160,800

* Columns may not add exactly to System Totals due to rounding.

GLOSSARY

2008 Legislation – The 2008 amendments to the RTA Act included the following policies: 1) Increased the RTA sales tax to 1.25 percent in Cook County and 0.75 percent in the collar counties; 2) Prescribed a new distribution of revenues for the incremental sales tax increase and Public Transportation Fund match; 3) Established an Innovation, Coordination, and Enhancement (ICE) Fund, an ADA Paratransit Fund, and a Suburban Community Mobility Fund; and 4) Remove the chair of the CTA as a member of the RTA Board.

Accessible – A site, building, facility, or portion thereof that complies with defined standards and that can be approached, entered, and used by persons with disabilities.

Accrual Basis – A method of accounting in which revenues are reported in the fiscal period when they are earned, regardless of when they are received, and expenses are deducted in the fiscal period they are incurred, whether they are paid or not.

American Rescue Plan (ARP) Act – The third major federal economic stimulus bill passed in March 2021 to speed up the recovery from the economic and health effects of the COVID-19 pandemic in the United States.

Americans with Disabilities Act (ADA) – Federal law that prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications, and access to state and local government programs and services.

Bipartisan Infrastructure Law (BIL) – The Bipartisan Infrastructure Law, as enacted in the Infrastructure Investment and Jobs Act, authorizes up to \$108 billion for public transportation – the largest federal investment in public transportation in the nation’s history. The BIL reauthorizes surface transportation funding programs for FFY 2022-2026 and provides advance appropriations for certain programs. The BIL authorizes at least \$91 billion and up to \$108 billion to support federal public transportation programs, including the Section 5307 and Section 5337 formula grant programs that the Federal Transit Administration (FTA) administers and federal discretionary grant programs that invest in transportation infrastructure.

Bureau of Labor Statistics (BLS) – A federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy.

Capital Budget – A plan of action for a specified period for expending capital grant or bond funds for purchases, including design and construction, for the maintenance or improvements of capital assets.

Capital Expense – Expenses associated with buying, maintaining, or improving fixed assets, such as buildings, vehicles, equipment, or land.

Capital Investment Grant – Funds received from grantor funding agencies used to finance construction, renovation, and major repairs or the purchase of machinery, equipment, buildings, or land.

Capital Program – A balanced budget that lays out the financing, location, and timing for investments in assets as well as expected funding sources. Metra maintains an annual capital program as well as a four-year capital program that collectively spans five contiguous years. The Capital Program is used to proactively and transparently budget for the purchase, renewal, or replacement of a variety of capital assets including, but not limited to, transit vehicles, work equipment, facilities, buildings, and other infrastructure. The development and prioritization of all planned capital investments are made in alignment with Metra’s strategic plan, Metra’s Transit Asset Management Plan, and other applicable requirements.

Chicago Metropolitan Agency for Planning (CMAP) – The regional planning agency responsible for long-range planning to help the seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues. CMAP has authority to allocate and award federal funding throughout the region.

Collar Counties – The five Illinois counties that surround Cook County: DuPage, Kane, Lake, McHenry, and Will counties.

Community Project Funding (CPF)/Congressionally Directed Spending (CDS) – Informally known as earmarks, CPF and CDS federal funding allocations are requested for discrete projects from members of the United States Congress and United States Senate. Members of the House utilize CPFs while senators utilize CDS. The processes to request CPF/CDS funding differs by member of Congress, but funding can often be applied for through the member’s office for the district the project is located in.

Commuter Rail – A passenger rail service that primarily operates within a metropolitan area, connecting commuters to a central city from adjacent suburbs. Commuter rail systems are considered heavy rail, using electrified or diesel trains. Compared to rapid transit rail, commuter rail often has lower service frequency, follows a set schedule rather than fixed intervals, and has fewer stations spaced further apart. This service often shares right-of-way with intercity or freight trains. Distance charges or zone pricing may be used.

Congestion Mitigation & Air Quality Improvement Program (CMAQ) – A federally funded program of surface transportation improvements designed to improve air quality and mitigate congestion. Funding for CMAQ is awarded and administered through CMAP.

Congressional Budget Office – A federal agency within the legislative branch of the United States government that provides budget and economic information to Congress.

Consumer Price Index (CPI) – A measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.

Coronavirus Aid Relief and Economic Security Act (CARES Act) – A federal economic stimulus bill passed in March 2020 in response to the economic fallout of the COVID-19 pandemic in the United States.

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA Act) – Provided \$10 billion in supplemental funding to prevent, prepare for, and respond to coronavirus. The Act required all states, territories, and tribes to submit a report describing how funds appropriated in CRRSA will be spent.

Disadvantaged Business Enterprise (DBE) – The DBE program is intended to ensure nondiscrimination in the award and administration of contracts.

Discretionary Funds – Funds include Public Transportation Funds and a portion of the RTA Sales Tax allocated by the RTA to Service Boards.

Discretionary Grants – Discretionary Grants is funding that is awarded through a competitive application process. Applicants submit proposals detailing information about their organization or project based on the individual grant program criteria.

Energy Information Administration (EIA) – Federal agency that collects, analyzes, and disseminates independent and impartial energy information to promote sound policymaking, efficient markets, and public understanding of energy and its interaction with the economy and the environment.

Enterprise Fund – A type of proprietary government fund used when a government organization sells goods and services to the public for a fee or user charge. An enterprise fund uses the same accounting framework followed by entities in the private sector, such as GAAP.

Fare – The amount charged to passengers for rail services.

Federal Fiscal Year (FFY) – The accounting period for the federal government beginning on October 1 and ending on September 30.

Federal Transit Administration (FTA) – An agency within the U.S. Department of Transportation that provides financial and technical assistance to local public transit systems.

Federal Railroad Administration (FRA) – An agency within the U.S. Department of Transportation that communicates and enforces rail safety regulations, administers railroad assistance programs, conducts research and development in support of improved railroad safety and national rail transportation policy, and consolidates government support of rail transportation activities.

Financial Accounting Standards Board (FASB) – Establishes and improves standards of financial accounting and reporting for the guidance and education of the public, including issuers, auditors, and users of financial information.

Financial Plan – In addition to an annual budget, the Regional Transportation Authority Act requires that all service boards to prepare a financial plan encompassing the two years after the budget year.

Fiscal Year (FY) – A 12-month period used for calculating annual financial reports. Metra's fiscal year runs concurrent to the calendar year.

Fund Balance – Total accumulation of funds that remain after accounting for total expenditures and liabilities. The Fund Balance may be reported as the net position for a specific account or a specific project.

Funding (Budget) Marks – The Regional Transportation Authority Act, as amended in 1983, calls for the RTA to advise each of its service boards by Sept. 15 of the public funding to be available for the following year, as well as the required recovery ratio.

Generally Accepted Accounting Principles (GAAP) – Standard framework of guidelines for financial accounting, used in the United States.

Governmental Accounting Standards Board (GASB) – The GASB establishes and improves standards of state and local governmental accounting and financial reporting.

Illinois Department of Transportation (IDOT) – IDOT oversees the planning, construction, operations, and maintenance of the State of Illinois' transportation network.

Infrastructure – Assets that make up Metra's transportation system, including maintenance facilities, rail tracks, signals, stations, bridges, and power substations.

Infrastructure Investment and Jobs Act (IIJA) – Also known as the Bipartisan Infrastructure Law, the IIJA is a historic investment that will modernize our nation's roads, bridges, transit, rail, ports, airports, broadband, and drinking water and wastewater infrastructure.

Innovation, Coordination, and Enhancement Fund (ICE) – A fund established by the 2008 amendments to the RTA Act for operating or capital grants or loans to service boards, transportation agencies, or units of local government that advance the goals and objectives identified by the RTA's Strategic Plan. Unless an emergency is determined by the RTA Board that requires some or all amounts of the Fund, it can only be used to enhance the coordination and integration of public transportation and develop and implement innovations to improve the quality and delivery of public transportation.

Metra – Commuter Rail division of the RTA responsible for the day-to-day operation of the region's commuter rail service. Metra was created in 1983 by an amendment to the RTA Act.

Metropolitan Planning Organization – The policy board of an organization created and designated to carry out the metropolitan transportation planning process. MPOs are required to represent localities in all urbanized areas (UZAs) with populations over 50,000, as determined by the U.S. Census.

National Environmental Policy Act (NEPA) – A United States environmental law that promotes the enhancement of the environment and established the President's Council on Environmental Quality.

National Infrastructure Project Assistance Program (Mega) – A federal grant program that supports large, complex projects that are difficult to fund by other means and likely to generate national or regional economic, mobility, or safety benefits.

National Transit Database (NTD) – The FTA's primary national database for transit statistics.

Operating Budget – Annual revenues and expenses forecast to maintain operations.

Operating Expenses – Costs such as labor, material, fuel, power, security, and professional services associated with the day-to-day operations of service delivery.

Operating Revenues – Revenues generated from user fees (in the form of farebox revenues) or other activities directly related to operations, such as advertising, concessions, parking, investment income, etc.

Pace – The Suburban Bus Division of the RTA, created in 1983 by an amendment of the RTA Act, responsible for suburban bus service and all paratransit service.

Paratransit Service – Demand-response service utilizing wheelchair-accessible vans and small buses to provide prearranged trips to and from specific locations within the service area to certified participants.

Pay As You Go (PAYGO) – Funding allocated to Metra from the State of Illinois Motor Fuel Tax receipts. PAYGO funding provides a recurring funding stream intended to address the backlog of deferred capital needs and fund capital maintenance projects.

Positive Budget Variance (PBV) – The amount by which a service board comes in favorable to available funding from the RTA in a given budget year. RTA policy allows the service boards to retain these funds in an unrestricted fund balance for capital projects or one-time operating expenses.

Positive Train Control (PTC) – A federally mandated safety system designed to prevent train-to-train collisions, derailments, and accidents caused by excessive speed. The system integrates GPS, wayside sensors, and communications units with Metra's centralized dispatching system. Together, these components track trains, convey operating instructions, and monitor the crew's compliance with speed restrictions and signals. PTC automatically stops a train if the system detects that a violation or equipment failure is about to occur.

Preliminary Engineering (PE) – Analysis and design work to produce construction plans, specifications, and cost estimates that bring plans to 30 percent complete.

Preventive Maintenance – The maintenance of equipment and facilities to ensure satisfactory operating conditions through systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects.

Proprietary Fund – One of three broad classifications of funds used by state and local governments to account for activities that involve business-like interactions, either within the government or outside the government. These activities are similar to what would be found in the private sector, so reporting resembles what would be used in the private sector. There are two types of proprietary funds – enterprise funds and internal service funds.

Public Funding – Funding received from the RTA or other government agencies.

Public Transportation Funds (PTF) – As authorized by the RTA Act, the Illinois State Treasurer transfers from the State General Revenue Fund an amount equal to 25% of RTA sales tax collections to a special fund, called the Public Transportation Fund (PTF), and then remits it to the RTA on a monthly basis. All funds deposited are allocated to the RTA to be used at its discretion for the benefit of the Service Boards.

Rebuild Illinois Capital Plan – Bonds issued by the Illinois Department of Transportation (IDOT). The capital plan will invest \$44.8 billion over six years, with \$33.2 billion of that amount allocated to transportation. The State of Illinois allocated \$1.077 billion from the proceeds of the Rebuild Illinois bonds issued in 2020 and 2021, and an annual allotment of PAYGO funds.

Recovery Ratio – Measures the percentage of expenses that a service board must pay against revenues that it generates. The RTA Act mandates that the RTA region must attain an annual recovery ratio of at least 50%.

Reduced Fare – Discounted amount charged to passengers for rail services for children ages 7 through 11, grade school and high school students with valid school ID, seniors 65 and older with RTA ID, and riders with disabilities with RTA ID.

Reduced Fare Reimbursement – Reimbursement of revenue lost by the service boards due to providing reduced fares to students, the elderly, and the disabled. The reimbursements are made by the State of Illinois to cover a portion of the difference between the standard and reduced fare. Reimbursement amounts are allocated to the Service Boards based on reduced-fare passenger trips taken during the year.

Regional Transportation Authority (RTA) – The financial oversight and regional planning body for the three public transit operators in northeastern Illinois: the CTA, Metra, and Pace. The RTA has the authority to allocate and award federal funding, such as Section 5310 and ICE, throughout the region.

Regional Transportation Authority Act (RTA Act) – An Act that regulates which public funds may be expended and authorizes the state to provide financial assistance to units of local government for distribution to providers of public transportation, including Metra. It authorizes the distribution of sales tax revenue collected by the City of Chicago and collar counties, Public Transportation Funds, State Assistance, and other funding streams for the Metra and outlines criteria required for budget approval.

Regional Rail – An operating model that offers service at regular intervals with consistent stopping patterns throughout the day as compared with traditional commuter rail. Metra adopted a vision that includes providing regional rail service as part of its most recent strategic plan, My Metra, Our Future.

Right-of-Way (ROW) – A strip of land that is granted, through an easement or other mechanism, for transportation purposes, such as for a trail, driveway, rail line, or highway reserved for the purposes of creation, maintenance, or expansion of services within the right-of-way.

Rolling Stock – Public transit vehicles, including rail cars and buses.

RTA Sales Tax – The primary source of operating revenue for the RTA, CTA, Metra, and Pace. The RTA retains 15% of the original 1% RTA sales tax authorized in 1983. Of that which remains, Metra receives 0% of the taxes collected in the City of Chicago, 55% of those taxes collected in suburban Cook County, and 70% of those taxes collected in the collar counties. Of the funding available from the 0.25% sales tax and PTF authorized by the 2008 legislation, Metra receives 39% of the remaining balance after allocations are made to fund various programs.

Section 5310 – A federally funded program that aims to improve mobility for seniors and individuals with disabilities by removing barriers to transportation services and expanding transportation mobility options. Funding for Section 5310 is awarded and administered through the RTA.

Service Boards – CTA, Metra, and Pace, as referred to by the Regional Transportation Authority Act.

State Assistance – The supplemental funding provided by the RTA Act in the form of additional state and financial assistance to the RTA in connection with its issuance of Strategic Capital Improvement Program (SCIP) bonds. It equals the debt service amounts paid to the bondholders of the SCI bonds plus any debt service savings from the issuance of refunding or advanced refunding SCIP bonds, less the amount of interest earned on the bonds' proceeds.

State Fiscal Year (SFY) – The State of Illinois' fiscal year begins July 1 and ends June 30.

State of Good Repair (SGR) – The FTA uses the term state of good repair (SGR) to refer to the “state in which a transit agency preserves its physical assets in compliance with a policy that minimizes asset life-cycle costs while preventing adverse consequential impacts to its service.” Asset condition is evaluated on a 1-5 scoring scale. The scale aligns with FTA recommendations and facilities comparisons across asset classes. An asset is in a state of good repair when the physical condition of that asset is at or above a rating of 2.5.

System-Generated Revenue – Revenue generated by Metra, including fare revenue, advertising, investment income, income from local governments by provision of the RTA Act, and subsidies for reduced fare riders per 1989 legislation.

Transit Asset Management (TAM) Plan – An FTA-required plan for every agency that receives federal funds and owns or operates or manages capital assets used to provide public transportation. The plan, which must be updated every four years includes inventory and assessment of assets, analytic tools to assist in capital investment prioritization or estimate capital needs over time and a prioritized list of projects or programs to improve SGR of capital assets.

Transit-Oriented Development (TOD) – A type of economic development that includes a mixture of housing, office, retail, and/or other amenities integrated into a walkable neighborhood and located within walking distance of public transportation.

Unlinked Passenger Trip – An unlinked passenger trip is a single boarding of any transit vehicle, even if the boarding is part of the same trip. Thus, unlinked passenger trips for any transit system are the number of passengers boarding public transportation vehicles.

Vehicle Revenue Hours – Hours that vehicles travel while in revenue service and include recovery time but exclude travel to and from storage facilities.

Vehicle Revenue Miles – Mile's vehicles travel while in revenue service. Vehicle revenue miles exclude travel to and from storage facilities.

Ventra – Payment system for CTA, Metra, and Pace that allows customers to pay for train and bus rides with the same methods used for everyday purchases and allows them to manage their accounts online and choose from several different contactless payment methods.



COMMUTER RAIL BOARD ORDINANCE NO. MET 23-11

2024 Proposed Budget and Capital Program

BE IT ORDAINED

1. The Board of Directors of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Division") hereby releases the Proposed 2024 Operating and Capital Program and Budget, the 2024-2026 Financial Plan, and the 2024-2028 Capital Program for Public Hearings and public discussion.
2. The Board of Directors of the Commuter Rail Division also authorizes said Public Hearing(s), to be held in the City of Chicago, Suburban Cook County, DuPage County, Kane County, Lake County, McHenry County, Will County and virtually 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 Proposed 2024 Operating and Capital Program and Budget, the 2024- 2026 Financial Plan, and the 2024-2028 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. The Commuter Rail Division will review all the public comments received at Public Hearings and other comments received from the public.



PUBLIC NOTICE

Commuter Rail Board (Metra) Public Hearings on Proposed Operating and Capital Program and Budget for Fiscal Year 2024, the 2024-2026 Financial Plan, and the 2024-2028 Capital Program.

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 2024 Operating and Capital Program and Budget, the 2024-2026 Financial Plan, and the 2024-2028 Capital Program for public hearing and discussion. The FY2024 Program and Budget includes a fare proposal that would result in significant changes to the fare structure, ticket products, and pricing. This proposal would reduce the number of fare zones to four from 10 and change some of the fare options available. Fares would be set at or below pre-pandemic levels, and flat-rate promotional fares introduced during the pandemic would be discontinued. In addition, fares would be lowered for trips not going to or coming from downtown and the 10-ride ticket would be replaced with a pack of five day passes.

In FY2024, Metra will continue to review ridership demand and operations and adjust schedules when possible, even piloting new types of service, continuing efforts to capture ridership in both new and existing markets.

Any person may present views orally in person at a hearing or by participating at the virtual public hearing. Although it is not required, the public has the option to pre-register if they wish to participate during the virtual public hearing. If you do not wish to pre-register but would still like to participate in the virtual public hearing, please skip to Section II below for instructions.

During pre-registration, Metra will ask you to enter your first name, last name, and email address. To efficiently facilitate the virtual public hearing, Metra will first call on those who pre-registered, and then give all those who wish to provide comments an opportunity to participate.

Section I: Steps to pre-register for the virtual public hearing

Step 1: Log on to your computer and click to open a webpage browser (ex: Safari, Mozilla, Google Chrome, etc.).

Step 2: Once on the home page of your webpage browser, please enter the following website URL, www.Webex.com, in the internet browser search bar on top of the browser homepage.

Step 3: Once on the Webex homepage, please click on “Join” in the top right-hand of the homepage.

Step 4: You will be prompted to enter the meeting ID number: 2345 109 8718

Step 5: You will be prompted to enter the meeting password: **2024budget**. Then press “register”.

Step 6: Complete the form by entering your first name, last name, and email address. Press “register now”. You will receive confirmation that the registration request was received.

Section II: For those not wishing to pre-register

Step 1: Log on to your computer and click to open a webpage browser (ex: Safari, Mozilla, Google Chrome, etc.).

Step 2: Once on the home page of your webpage browser, please enter the following website URL, www.Webex.com, in the internet browser search bar on top of the browser homepage.

Step 3: Once on the Webex homepage, please click on “Join” in the top right-hand of the homepage.

Step 4: You will be prompted to enter the meeting ID number: 2345 109 8718

Step 5: You will be prompted to enter the meeting password: **2024budget**. Then press “ok”.

Step 6: Complete the form by entering your first name, last name, and email address. Press “join as guest”.

Follow these steps on Wednesday, November 1, between 4-6 p.m. to present your comments. The virtual public hearing can also be attended by dialing toll free (844)517-1442 and entering access code: 2345 109 8718 or by submitting written material at any time, but not later than 24 hours after the conclusion of the hearings on Nov. 2, 2023.

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 voicemail to (312)322-1006, or email to: 2024budgetcomments@metrarr.com. The virtual public hearing will be recorded, and a copy will be retained by Metra in compliance with Illinois law.

Copies of the proposed Operating and Capital Program and Budget for Fiscal Year 2024 together with the Fiscal Years 2024-2026 Financial Plan, and Fiscal Years 2024-2028 Capital Program, will be available for public inspection after Oct. 11, 2023, 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 website on Oct. 11, 2023, and will be available at city and village offices in the six-county northeastern Illinois region seven (7) days prior to the hearings.

Reasonable auxiliary aids or services necessary to afford an individual with a disability equal opportunity to participate will be provided. Persons requiring assistance are requested to notify Metra of their needs well in advance to provide sufficient time to make these accommodations. Requests for service should be made to Kim Borges at 312-322-6753.

Listed below are the dates, times, and locations for the scheduled public hearings.

**FY2024 METRA PROPOSED PROGRAM AND BUDGET
PUBLIC HEARING SCHEDULE**

Wednesday, Nov. 1 4-6 p.m.	Thursday, Nov. 2 4-6 p.m.
<p>Will County Joliet City Hall Council Chambers, City of Joliet 150 W. Jefferson Street Joliet</p>	<p>South Suburban Cook County East Hazel Crest Village Hall Village Board Room 1904 W. 174th Street East Hazel Crest</p>
<p>DuPage County Clarendon Hills Village Hall Village Board Room One North Prospect Avenue Clarendon Hills</p>	<p>Kane County Kane County Government Center Building A – 1st Floor Auditorium 719 South Batavia Avenue Geneva</p>
<p>City of Chicago Metra Board Room 13th floor 547 West Jackson Boulevard Chicago</p> <p><i>The Chicago Public Hearing will be live streamed and available for virtual participation via Webex</i></p>	<p>North Suburban Cook County Hanover Park Police Department Community Room 2011 Lake Street Hanover Park</p>
<p>Lake County Mundelein Village Hall Village Board Room 300 Plaza Circle</p>	<p>McHenry County Crystal Lake City Hall City Council Chambers 100 West Woodstock Street Crystal Lake</p>

PROTECTING YOUR RIGHTS

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

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

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

Metra Operations Planning & Analysis
Attn: Title VI Manager
547 W. Jackson Blvd.
Chicago, IL 60661
TitleVI@metrarr.com
312-322-4227
Or visit our website at *metra.com*

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