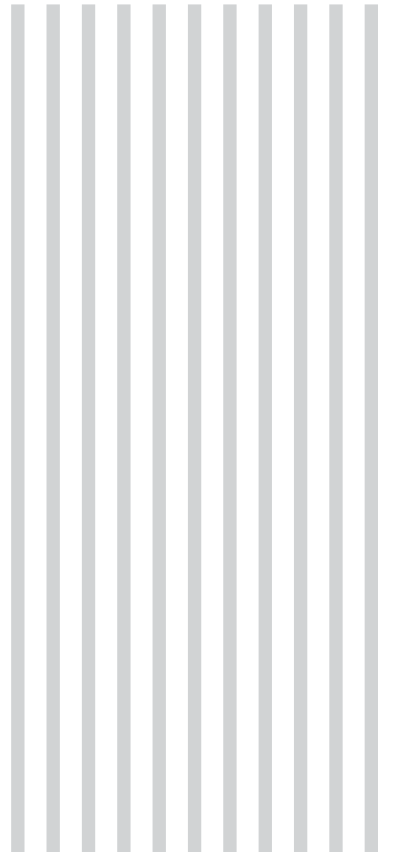
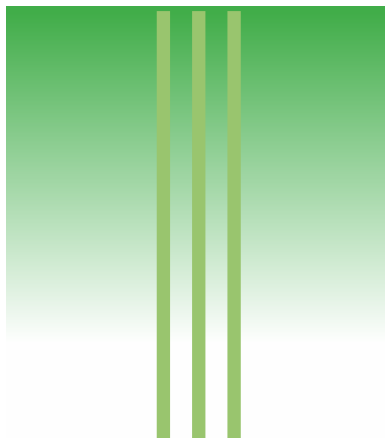




# 2025

PROPOSED  
OPERATING BUDGET  
& CAPITAL PROGRAM



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# TABLE OF CONTENTS

4	From the desk of the CEO
7	Operating Budget Summary
8	Capital Program Summary
9	Funding Summary
10	Agency Initiatives
24	2025-2027 Operating Budget & Plan
46	Capital Program
91	Appendices
92	Organizational Overview
103	Oversight
104	Service Profile
110	Fare Structure
116	Operating Budget Process & Calendar
118	Financial Policies
122	Operating Budget Policies
126	Performance Measurements
128	Glossary
140	Ordinance
141	Public Engagement
142	Public Hearing Notice



**Metra**

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



After the major fare policy and fare purchasing changes that we asked our customers to accept in last year's budget, our proposal for 2025 could be classified as "status quo." No

fare increases or changes are proposed, and service levels will stay steady or increase a bit. But unless the Legislature solves the fiscal cliff that's looming in our 2026 budget, we may look back on the 2025 version as the calm before the storm.

As they tend to do, our operating costs are expected to rise in 2025 thanks to inflationary and contractual increases along with headcount increases needed to comply with new regulatory guidelines and related training. But because our sales tax receipts continue to be strong, and because we still have federal COVID-relief funds to use, we can cover those higher expenses without a fare increase.

Remember, Washington approved the COVID-relief funds to help transit agencies cope with the loss of riders (and therefore the loss in fare revenue) that the pandemic caused. While our ridership continues to grow, it is not expected to return to pre-COVID levels in 2025 or 2026 – when those COVID-relief funds run out. That's why Metra, the CTA and Pace will see large budget gaps in 2026 without additional funding relief.

Illinois lawmakers are aware of the impending

problem and have begun working on a solution. The State Senate Transportation Committee held a series of hearings around the state in the summer and fall of 2024 to gather feedback from stakeholders about proposed governance and funding reforms for the region's public transportation agencies, listening to more than 20 hours of testimony. There was a clear consensus that public transportation is an essential service, with a wide and diverse range of positive benefits.

But now comes the hard part – which reforms will get us there? How much funding should the state provide? And how does it come up with that money? It's time to get to the nitty-gritty of writing a bill, which is expected to take up most of the Legislature's 2025 session.

No one wants to imagine a scenario where no solution is found. But if it does happen, we know we can't cut our way out of such a large budget gap, nor can we solve it with higher fares.

Let's instead imagine a scenario where the Legislature not only provides the funding to restore us to 2019 levels, but also provides enough operating and capital funding for us to create the system we want and need. Indeed, that is our new strategic plan's vision – to provide fast, frequent service that is equitable, sustainable, and environmentally friendly.

What would that look like? Integrated fares, with no or low-cost transfers between trains and buses. Fast, frequent, all-day service on all 11 Metra lines. Easier connections to abundant CTA and Pace service. Modern, green, rolling stock. In short, a system that is the preferred option to get around our wonderful city and region.

That's that grand vision. In the meantime, what you will see in our proposed financial plan and capital program is our attempt to tackle a more basic and extremely important challenge: our aging bridges. Metra owns 446 railroad bridges, including 233 that are over 100 years old. While every bridge is in safe working condition, these aging bridges are past due for life-extending rehabilitation or full replacement. We're proposing to set aside \$60 million a year in operating revenue starting in 2026 to help fund an extensive bridge improvement program. It's hardly an exciting subject - our riders are unlikely to notice when their train goes over a brand-new bridge. But it must be done to take our system into the future.

I hope that when I write this letter next year, I will be able to tell you that the future looks bright. Much of that depends on what happens in Springfield in 2025. We will be fully engaged with the process, advocating on your behalf, urging the Legislature to think big, and making the case that properly funding public transportation is a worthwhile, essential investment.



James M. Derwinski - CEO/Executive Director



## EXECUTIVE SUMMARY



## 2025 OPERATING BUDGET – \$1.135 BILLION

- Metra does not plan to increase fares in 2025.
- The operating budget is 3.8% higher than the 2024 budget.
- The operating budget 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 \$1.070 billion, which is \$42 million, or 4.1%, higher, than the 2024 budget. The higher costs are largely driven by expected inflationary, contractual, and market increases.
  - The Operating Budget includes additional spending related to new regulations and related training, operational technology, PTC upgrades related to heightened cybersecurity risks, and increased costs related to marketing.
- System-generated revenue, regional public funding, and federal COVID-relief funding will be used to fund operating expenses to balance the 2025 operating budget.
  - System-generated revenue is projected at \$304.1 million. This breaks down as passenger revenue of \$184.2 million (based on an assumption of 39 million rides), other income of \$54.9 million, and construction costs reimbursement of \$65 million for activities associated with the NICTD project.
  - The budget projects \$592.5 million in regional sales tax receipts.
  - This leaves \$238.4 million to be covered with federal COVID-relief funding.
- Metra received nearly \$1.1 billion in three rounds of COVID-relief funding and we estimate that we will have \$331.8 million remaining at the start of 2025.
  - Relief funding is expected to be depleted in 2026, requiring additional funding or budget actions.

## 2025 CAPITAL PROGRAM – \$366.4 MILLION

- The 2025 Capital Program is funded by:
  - \$242.3 million in federal formula funding
  - \$29 million in federal Congestion Mitigation and Air Quality funds
  - \$88.6 million in Illinois PAYGO Funds
  - \$6.5 million in RTA Innovation Coordination and Enhancement (ICE) funds
- The 2025 Capital Program funds 108 projects in the following asset categories:
  - Rolling Stock: \$93.8 million
  - Bridges, Track, & Structure: \$101.8 million
  - Signal, Electrical, & Communication: \$39.2 million
  - Facilities & Equipment: \$57 million
  - Stations & Parking: \$34.9 million
  - Support Activities: \$39.8 million

## 2025-2029 CAPITAL PLAN – \$2.1 BILLION

- The 2025-2029 five-year capital plan includes \$2.1 billion in funding.
- 46% of the funding over the five-year plan is allocated to five projects:
  - New Rail Cars
  - Zero-Emissions Trainsets
  - Nippon Sharyo HL2 railcar rehabilitation
  - Amerail railcar rehabilitation
  - Bridge Improvement Program



## 2025 Funding Summary

To fund its operations and capital activities, Metra relies on a combination of system-generated revenue and public funding. About half of operating costs normally are covered by system-generated revenue, primarily fares. The other half is covered by a sales tax collected in the six-county region that Metra serves, plus a partial state match known as the Public Transportation Fund (PTF). Since 2020, Metra has also been using federal COVID-19 relief funds to cover deficits caused by reduced passenger revenue from the pandemic-related drop in ridership. Capital funding is provided through a variety of federal programs and state and local funding sources.

EXHIBIT 1  
**2025 FUNDING DISTRIBUTION**  
**TOTAL: \$1.501 BILLION**

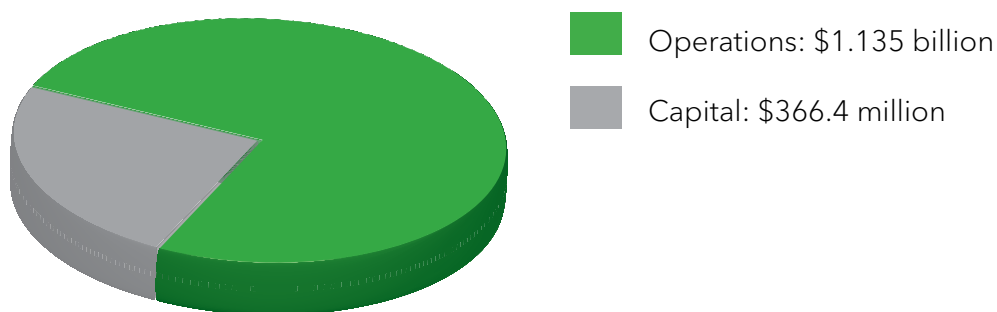
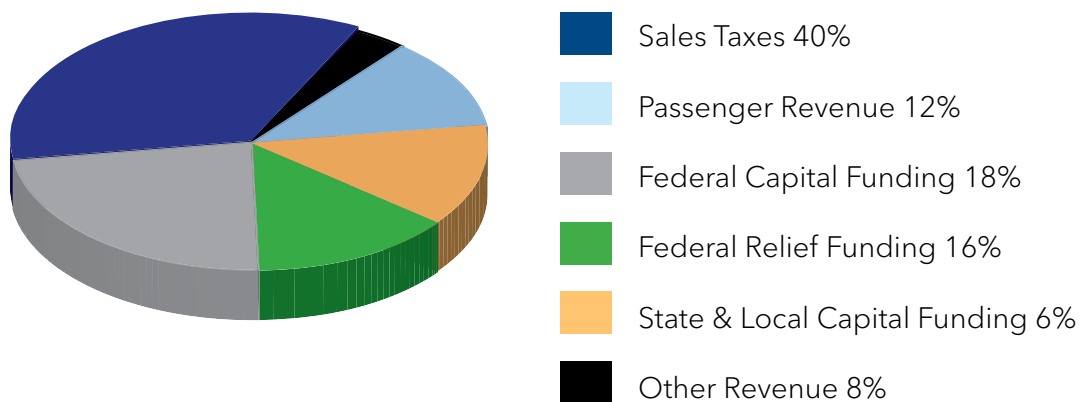


EXHIBIT 2  
**2025 SOURCES OF FUNDS**  
**TOTAL 100%**



# AGENCY INITIATIVES

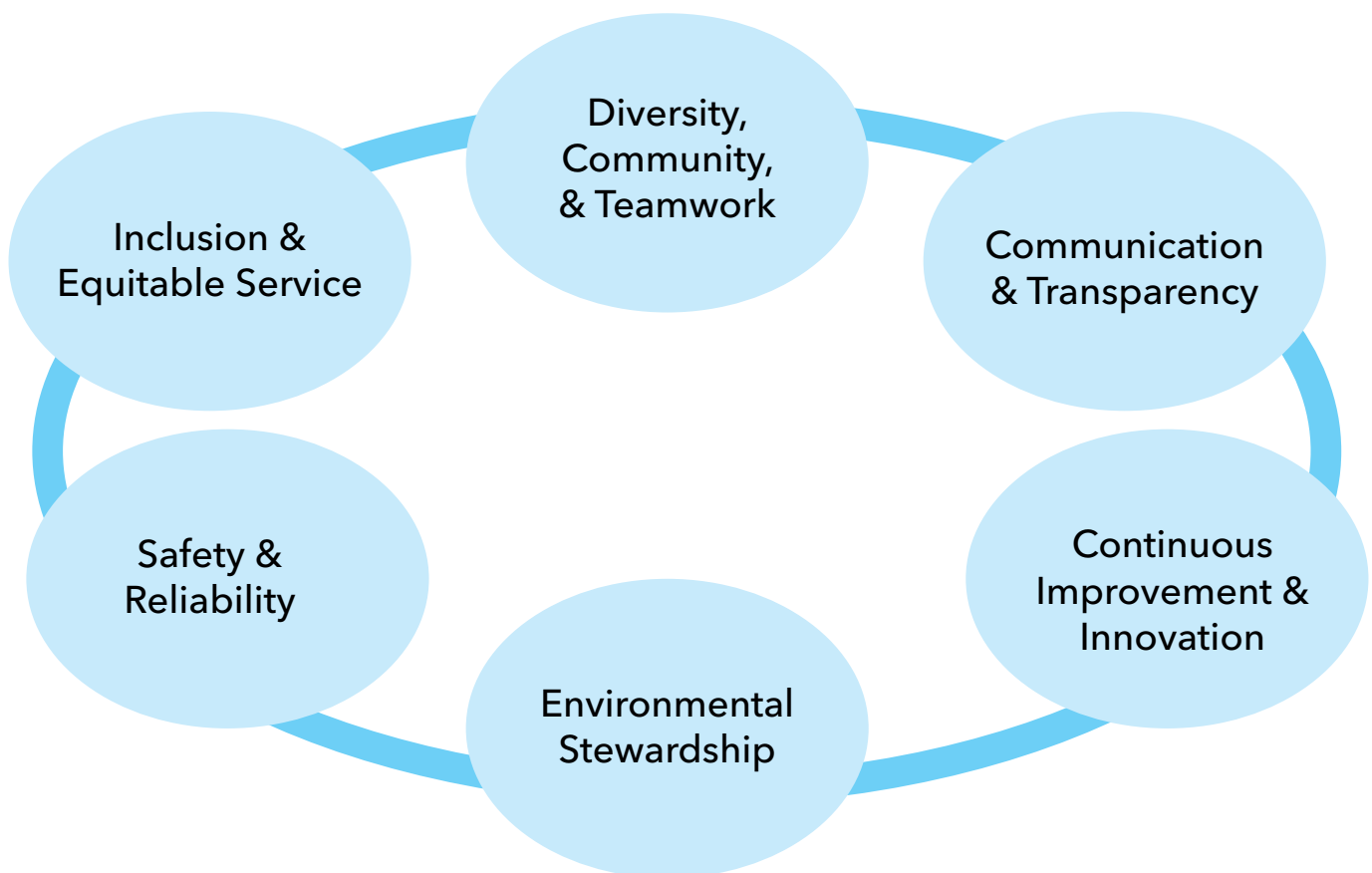
## 2023-2027 STRATEGIC PLAN

### OVERVIEW

In February 2023, the Metra Board of Directors adopted the agency's new strategic plan, *My Metra, Our Future*. The plan addresses a variety of new challenges brought on by the pandemic, including how Metra can address changing travel patterns. It is the roadmap that will guide our decision-making from 2023 through 2027.

To develop the plan, we used input from a public survey that garnered more than 2,800 responses and feedback from virtual and in-person public meetings. We also met with key stakeholders, including our regional transportation planning partners (RTA, CTA, Pace, and CMAP) and a variety of transportation advocacy groups.

Metra contributes to the region's economic and environmental health by providing safe and efficient service. Our riders depend on our service to access work, services, education, and entertainment. To grow our contribution to the region's mobility needs, we continually seek ways to better serve the public and respond to their evolving needs in ways that are equitable and environmentally friendly. Consistent with our efforts, Metra adopted the following values to drive our decision-making:



These values informed our new **Mission Statement** along with the guidance of internal and external stakeholders. The mission describes where we are now and what we're good at.

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

In the development of our vision, Metra considered the changes in travel patterns resulting from the pandemic, which have disrupted our entire industry. While we are still committed to supporting peak period service for downtown work trips, we must also adapt to changes in rider behavior and demand. To accomplish this, we are moving toward a **regional rail** service model, providing more frequent service throughout the day at consistent intervals to serve a wider range of potential trips. The following **Vision Statement** describes what we aspire to:

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

The goals of the *My Metra, Our Future* strategic plan reflect Metra's evolving priorities, the region's transit needs, and our customers' input. The strategic plan's five core goals, which are equally important and interrelated, are as follows:

- Enhance service to grow ridership and provide mobility choices
- Make the Metra experience safe, easy, and enjoyable for all our 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

Each of the five goals has objectives and metrics that we report on quarterly to monitor our progress and measure our success in achieving the strategic plan's vision and goals. We realize that it will not be easy to achieve these goals and make our vision a reality. It will require hard work and creative thinking, but we are determined to do everything we can to be the best Metra we can be for the Northeast Illinois region.

For more information or to download a copy of *My Metra, Our Future*, visit [www.metra.com/strategic-plan](http://www.metra.com/strategic-plan).

## STRATEGIC GOALS

Metra is committed to the mission, vision, and the goals described in *My Metra, Our Future*. The plan outlines 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 are described below.

### GOAL: ENHANCE SERVICE TO GROW RIDERSHIP AND PROVIDE MOBILITY CHOICES

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

### 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* includes initiatives to enhance the rider's experience through programs to improve station and wayfinding signage, provide real-time travel information at stations, and rehabilitate station facilities.

### GOAL: ATTRACT A DIVERSE WORKFORCE AND INVEST IN OUR EMPLOYEES

Metra's future relies upon our ability to attract, develop, and retain a diverse, skilled workforce. These efforts include implementing a Diversity, Equity, and Inclusion (DEI) initiative and diversity-focused workforce recruitment. Efforts are also focused on employee engagement through the *My Metra* campaign, which keeps our employees connected and strengthens our commitment to each other and the riders we serve. Metra has also

engaged Gallup Inc., to conduct employee surveys to establish which areas of the current work culture are successful and which need improvement.

In the first half of 2024, 37% 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 2024, approximately 19% of Metra new hires were from those underrepresented groups.

### GOAL: INNOVATE TO BECOME MORE EFFICIENT AND EFFECTIVE

A legacy rail 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.

### 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, including 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 and its commitment to equity in contracting by meeting our Disadvantaged Business Enterprise (DBE) contracting goals. Metra is also working to support the region's mobility needs while reducing our environmental impact through the pursuit of innovative technologies such as battery-powered trains and programs to reduce carbon emissions from locomotives and its vehicle fleet.

The following table lists past accomplishments and near-term efforts aligned with each of the five strategic goals.

### EXHIBIT 3 STRATEGIC PLAN GOALS, ACCOMPLISHMENTS & PLANNED ACTIVITIES

Strategic Plan Goals	Strategic Plan Accomplishments	Activities Planned for 2025 - 2027
Enhance service to grow ridership and provide mobility choices	Implemented a comprehensive fare zone restructuring, reducing the number of fare zones and reducing the cost of intermediate trips	Complete Systemwide Network Plan (SNP) to identify service and infrastructure improvements to reach new markets
	Restored 96% of pre-pandemic peak service and increased weekend service on multiple lines; weekend ridership now exceeds pre-pandemic levels on several lines	Initiate implementation of SNP
	Completed route restoration study	Continue to examine schedule modifications needed to deploy regional rail service
Make the Metra experience safe, easy, and enjoyable for all our customers	Achieved 95% on-time performance across all lines and services in 2023 and 2024	Implement systemwide station signage replacement
	Implemented new Bikes on Train policy	Improve bicycle and pedestrian first-mile / last-mile connectivity
	Opened new infill station at Peterson/Ridge on the UP North Line	Complete construction of new infill station at Auburn Park on the Rock Island Line
	Managed 19 active capital improvement projects in Q1 and Q2 2024	Prioritize ADA accessibility projects across the Metra system and complete projects under the Metra Electric Community Initiative, which is rehabilitating facilities and adding ADA accessibility at 13 stations
	Installed new station displays	Receive and deploy new train cars (2026)
	Initiated Transit Ambassador program	Deploy Smart Gate technologies at strategic locations
Attract a diverse workforce and invest in our employees	Implemented diverse recruiting efforts	Increase employment from under-represented populations
	Conducted DEI training for more than 2,500 employees	Continue <i>My Metra</i> and Gallup, Inc. employee engagement campaigns
		Improve Metra crew facilities
Innovate to become more efficient and effective	Successfully pursued more than \$290 million in discretionary grants in 2023 and \$105 million in the first six months of 2024 to fund capital projects	Pursue new discretionary grant award opportunities
	Implemented cybersecurity plan	Complete Transit Asset Management Plan update
	Worked with CTA and Pace to create new Regional Connect Pass to make transferring between services easier for Metra riders (nearly 10,000 passes sold each quarter)	Coordinate creation of a cooperative fare product with other service boards
	Installed new ticket vending machines	Implement new U-Pass + Metra pilot program
	Employed Project Management Oversight consultant to improve processes and deliver projects more efficiently	Continue car rehabilitation program to make the best use of limited rolling stock resources
Be a socially responsible organization committed to equity and sustainability	Met federal and state DBE contracting goals for federal FY 2024	Meet federal and state DBE contracting goals 2025 - 2027
	Contracted for new zero-emission trainsets funded by \$169 million federal grant - largest in Metra's history	Complete Sustainability Plan and begin implementation
	Participated in local and regional planning efforts	Publish new TOD approach and initiate new TOD efforts near our stations
	Contributed to development of RTA's <i>Transit is the Answer</i> regional plan and reviewed CMAP's <i>Plan of Action for Regional Transit</i>	Work with RTA to support implementation of its <i>Transit is the Answer</i> strategic plan and the development of other local and regional planning efforts
	Added equity analysis criteria to the capital project selection process	



## MAJOR CAPITAL INITIATIVES

Metra has a wide range of capital needs. Many of our guideway structures and infrastructure assets date to the early 1900s or even late 1800s. Without the continual renewal of track components (including signals and switches), and retaining walls, and bridges, the reliability of Metra's on-time service will deteriorate and the wear and tear on rolling stock will accelerate.

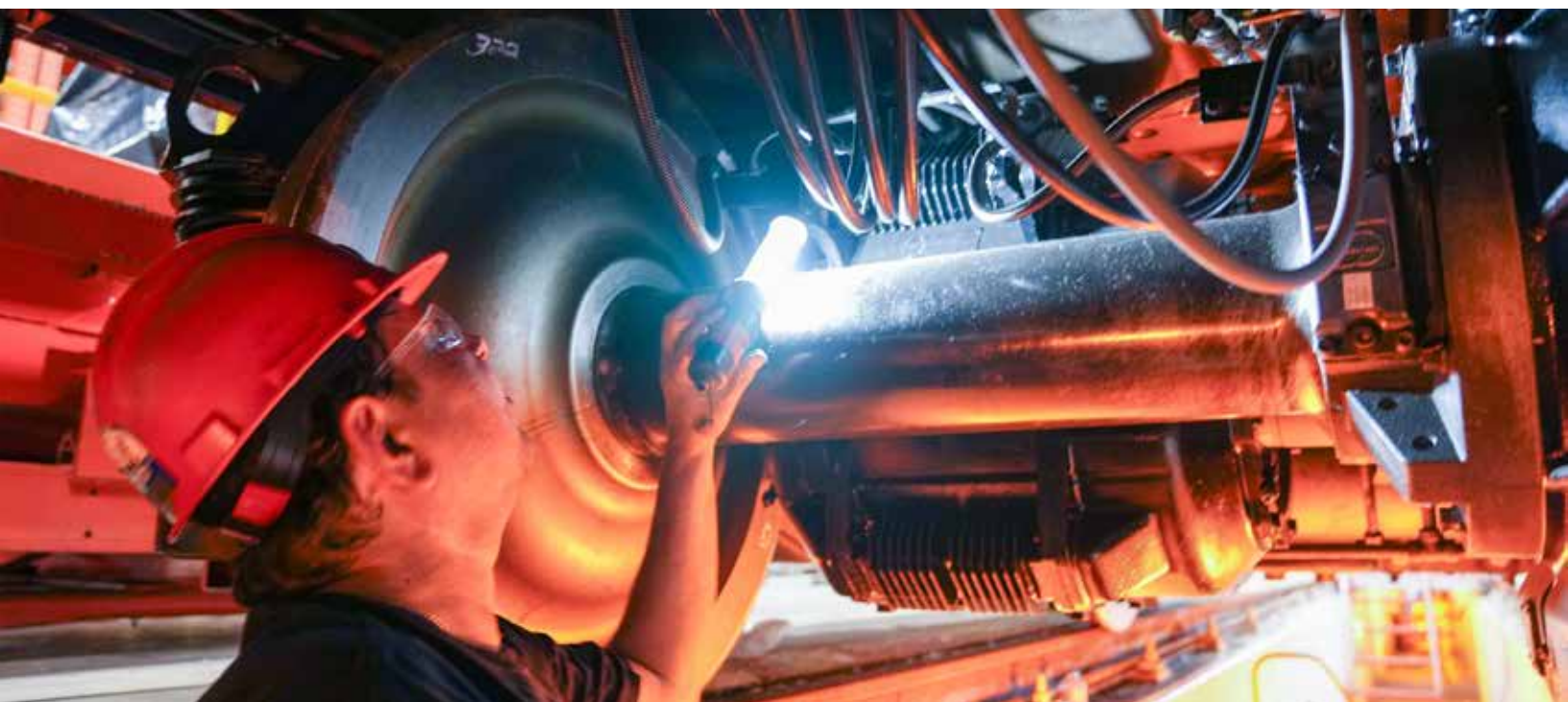
Metra operates some of the oldest rolling stock in the nation. Our fleet rehabilitation and replacement programs allow for the modernization of our rolling stock to provide better customer experiences and improve reliability. These programs are critical to maintain the service performance standards on which our customers rely and to support ridership growth initiatives.

These issues are addressed in our capital program. Below is summary of Metra's major projects and initiatives organized by asset category:

### ROLLING STOCK

Metra has ongoing programs to rehabilitate, replace, and modernize rolling stock and improve passenger amenities. The key project activities under this asset category include:

- Railcar Purchase - This project provides 250 new rail cars to partially meet the need to replace 318 cars with an average age of more than 40 years.
- Zero-Emission Trainset Purchase - This is a multiyear, multiphase project to acquire state-of-the-art, zero emissions trainset technologies and pilot their performance capabilities on the Metra system.
- Railcar Rehabilitation, Amerail and Nippon Sharyo - Rehabilitation of gallery cars used on the Metra diesel lines and self-propelled electric cars used on the Metra Electric (ME) Line.



## BRIDGES, TRACK, & STRUCTURE

Metra has 1,155 miles of rail and 926 bridges (446 are owned by Metra) that must be inspected and maintained on a continuous cycle. Some of this infrastructure was built more than a century ago. Maintenance of track components, retaining walls, and bridges is critical for safe operating conditions, service reliability, and on-time performance.

- Bridge 86/78th Street Entrance - The design and construction for the replacement of Bridge 86 at milepost 8.62 on the Rock Island Line (RI) and a secondary entrance to the new Auburn Park infill station.
- UP North Bridges Rebuild - Replacement of 22 bridges that are more than 100 years old on the UPN Line.
- Railway Renewal Activities Systemwide - Refurbishment or replacement of tracks, ties and ballast, and track bed elements including undercutting and surfacing on various Metra Lines. This is necessary to keep the system in safe operating condition and provide a more comfortable ride for our customers.
- Bridges and Retaining Wall Rehabilitation - Proactively addressing the deterioration of bridges and retaining walls that can result in the destabilization of the roadbed, track shifting and slow orders. Improvements include the rehabilitation of wing walls, addressing cracked bearing blocks, and renewing bridge seats on abutments.



## SIGNAL, ELECTRICAL & COMMUNICATIONS

Modern signal, catenary, electric substations, interlockings, and communications systems are vital to safe railroad operations.

- A20 Interlocking - Engineering and construction efforts to modernize the A20 Interlocking on the Milwaukee District North Line.
- Homewood Substation Rehabilitation - The design, replacement, and expansion of the Homewood Substation along the Metra Electric (ME) Line, which has numerous components that have long exceeded their useful life.
- Smart Gates - Upgrade of grade crossings with the latest technology to improve the safety and reliability of grade crossing protections.
- Signal System Upgrades - Replacement of various signal infrastructure, such as junction boxes, electrical cabinets, wiring, LED lights, and other essential components on various Metra lines.

## FACILITIES & EQUIPMENT

Metra has 24 rail yards and seven maintenance facilities to store and maintain our rail fleet and support our workers in the field. While not outwardly visible to our customers, these facilities must be maintained and modernized.

- Central Warehousing - This project develops a centralized warehouse for parts, equipment, and signal materials to support the operation and maintenance activities.
- Crew Facilities - Renovation and construction of crew facilities, including locker rooms and training facilities, at various locations across the Metra system.
- Yard Improvements - Design and construction of yard improvements and capital maintenance activities along various Metra Lines.
- Proactive Asset Acquisition - Purchase of various assets and/or real estate to improve the regional passenger rail system.

## STATIONS & PARKING

Customer-focused enhancements to Metra stations and parking facilities are a priority to attract riders and serve the transportation needs of all populations. Metra has a broad slate of station improvement projects including station design and engineering, parking lot repairs, accessibility improvements, platform reconstructions, full station rehabilitations, and installation of new station displays and signage.

- Evanston-Davis Street Station - This station, which serves as both a key origin and destination station on the UPN Line, will be rehabilitated.
- Rogers Park Station - Design and reconstruction of this station on the UPN Line.
- Olympia Fields Station & Parking - Design and reconstruction of a critical station and parking facility on the ME Line.
- Harvey Intermodal Transportation Center - In collaboration with Pace, Metra is designing and building a new multimodal transportation center that will directly connect the rehabilitated Metra Harvey station on the ME Line to the Pace Harvey bus transportation center, creating a new, fully accessible combined facility.
- Elevator Replacement Program - Replacement of elevators at various locations throughout the Metra system.
- Systemwide Signage Program - Replacement of station identification signs throughout the entire Metra system. The current signage was installed in the early 1980s and is at the end of its useful life.

## SUPPORT ACTIVITIES

Support activity projects include auditing, oversight administration, business tool and process development, and professional services provided under the Project Management Oversight (PMO) contract. These activities are necessary to deliver the capital program and build infrastructure in a time-efficient manner.

- Program Management - Contracting of professional services to increase program management capacity and more efficiently and effectively implement projects in the capital program.



## SERVICE PLAN

Metra is currently operating 96% of its pre-COVID weekday service, 101% of its pre-COVID Saturday service, and 112% of its pre-COVID Sunday service. This represents a service increase of 0.5% on weekdays, 2.2% on Saturdays, and 8.4% on Sundays compared to 2023.

### EXHIBIT 4

#### NUMBER OF TRAINS BY LINE PRE-COVID VS. PRESENT AND SERVICE RECOVERY

	PRE-COVID			CURRENT SCHEDULE			SERVICE RECOVERY		
	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
BNSF	97	30	20	91	36	36	94%	120%	180%
HC	7	-	-	6	-	-	86%	-	-
MDN	63	20	18	54	20	18	86%	100%	100%
MDW	58	24	18	52	24	18	90%	100%	100%
ME	155	80	40	131	82	44	85%	103%	110%
NCS	20	-	-	14	-	-	70%	-	-
RI	68	33	28	80	33	29	118%	100%	104%
SWS	30	6	-	30	-	-	100%	0%	-
UPN	70	26	18	71	26	18	101%	100%	100%
UPNW	65	34	21	78	34	21	120%	100%	100%
UPW	59	20	18	58	20	18	98%	100%	100%
<b>TOTAL</b>	<b>692</b>	<b>273</b>	<b>181</b>	<b>665</b>	<b>275</b>	<b>202</b>	<b>96%</b>	<b>101%</b>	<b>112%</b>

Metra's 2023-2027 Strategic Plan *My Metra, Our Future* adopted service principles that guide how train schedules are developed. These service principles are:

- Provide consistent and frequent service throughout the day
- Establish easily understandable schedules with memorable service patterns
- Include new express service when possible
- Consider transfers both within Metra and to or from other transit service services
- Explore reverse-commute and new ridership markets
- Promote regional equity



Guided by these service principles, Metra implemented new schedules on the BNSF, Union Pacific North (UPN), and Milwaukee District North (MDN) lines in 2024. Metra also provided hourly shuttle trains between Chicago Union Station and O'Hare Transfer Station on the North Central Service (NCS) line during the Democratic National Convention; and for the fourth consecutive year, provided limited-time Rails, Trails, and Ales Saturday service on the Heritage Corridor (HC) line. Updated schedules for the Milwaukee District West (MDW) and NCS lines are currently under development.

Over the next five years, subject to the constraints of workforce and host railroad agreements, Metra's service planning activities will be driven by these five goals:

1. Address crowding on peak-period trains where changes to train consists are not sufficient.
2. Add trains to close two-hour service gaps and provide hourly service on weekdays on all full-service lines.
3. Add trains to close two-hour service gaps, provide hourly service on weekend schedules, and provide the same level of service on Saturdays and Sundays, and match weekday service patterns, where feasible, on all full-service lines.
4. Implement 30-minute headway pilot schedules, seven days a week, where ridership potential, infrastructure capacity, and limited freight traffic exists.
5. Develop pilot schedules with more consistent service throughout the day and on weekends for the three medium- and limited-service lines (NCS, SouthWest Service, and HC).



FARES

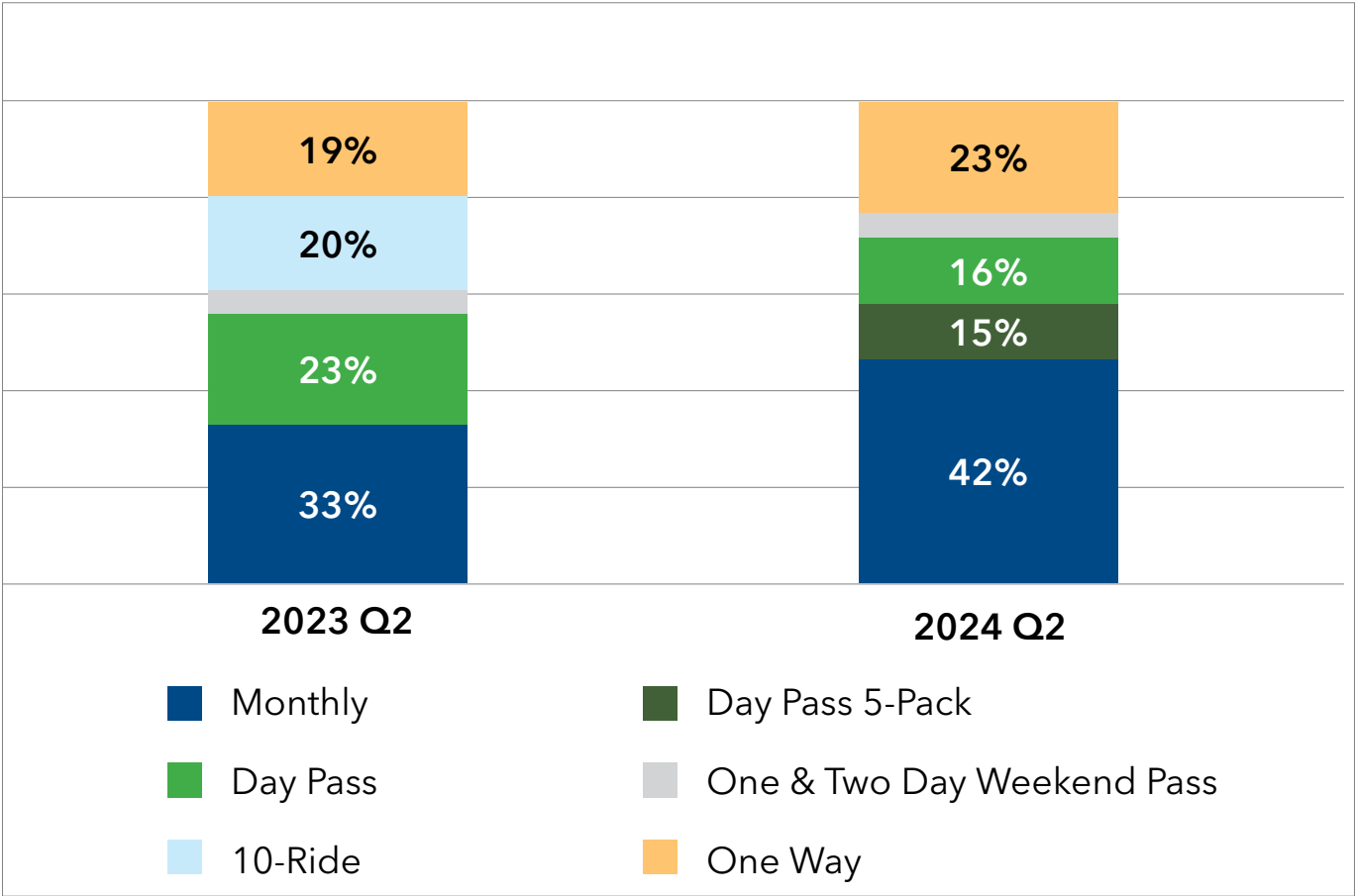
In 2025, Metra plans no changes to base fare levels or core ticket and pass products.

Metra implemented the most substantial fare change in its history in 2024, replacing a 10-zone distance-based fare structure with a simplified four-zone structure. The new structure also eliminated the 10-Ride Ticket in favor of the Day Pass 5-Pack, and ended promotional fares introduced during the pandemic. A more detailed account of Metra’s fare structure can be found in the **Appendices, page 110**.

As a result of this change, the Monthly Pass market share grew by 12% in the second quarter of 2024. The new Day Pass 5-Pack accounted for 15% of the total tickets sold, indicating that both ticket types picked up riders after the discontinuation of the 10-Ride Ticket.

On Feb. 1, 2024, Metra ended ticket sales by agents after installing new ticket vending machines at downtown stations and several outlying stations. By the end of the second quarter of 2024, ticket vending machines accounted for 10% of all trips compared to the 13% purchased through ticket agents in 2023. The mobile app share of ridership grew to 83%, up from 77% in the prior year, suggesting customers switched from ticket agents to the mobile app.

EXHIBIT 5:  
RIDERSHIP BY TICKET TYPE



In addition to Metra's regular fares and ticket types, the following fare programs will be in place:

- Access Pilot
  - In partnership with Cook County and the Regional Transportation Authority (RTA), the Access Program began Feb. 1, 2024. The program allows recipients receiving Supplemental Nutrition Assistance Program (SNAP) benefits to receive reduced fares on Metra. The program has recorded 66,800 trips since its launch.
- U-Pass + Metra
  - In partnership with the University of Illinois Chicago (UIC), Metra launched the U-Pass + Metra program, allowing UIC students to load a discounted pass into the Ventra app. In August, the first month of the program, more than 3,900 students requested passes.
- Regional Day Pass
  - Metra's Board approved an Intergovernmental Agreement in June 2024 to offer a Regional Day Pass that will allow riders to transfer seamlessly between CTA, Metra and Pace using one daily ticket. The new pass is in development with our app vendor.

More information on Metra's fare policies can be found online at:

[https://metra.com/sites/default/files/inline-files/Metra\\_Fares\\_and\\_Policies\\_02-01-2024\\_0.pdf](https://metra.com/sites/default/files/inline-files/Metra_Fares_and_Policies_02-01-2024_0.pdf)



RIDERSHIP FORECASTS

Ridership steadily increased throughout 2024, with weekday ridership in the second quarter averaging 162,400, 15% higher than the same period last year. Ridership growth is attributed to an increased number of people commuting to work.

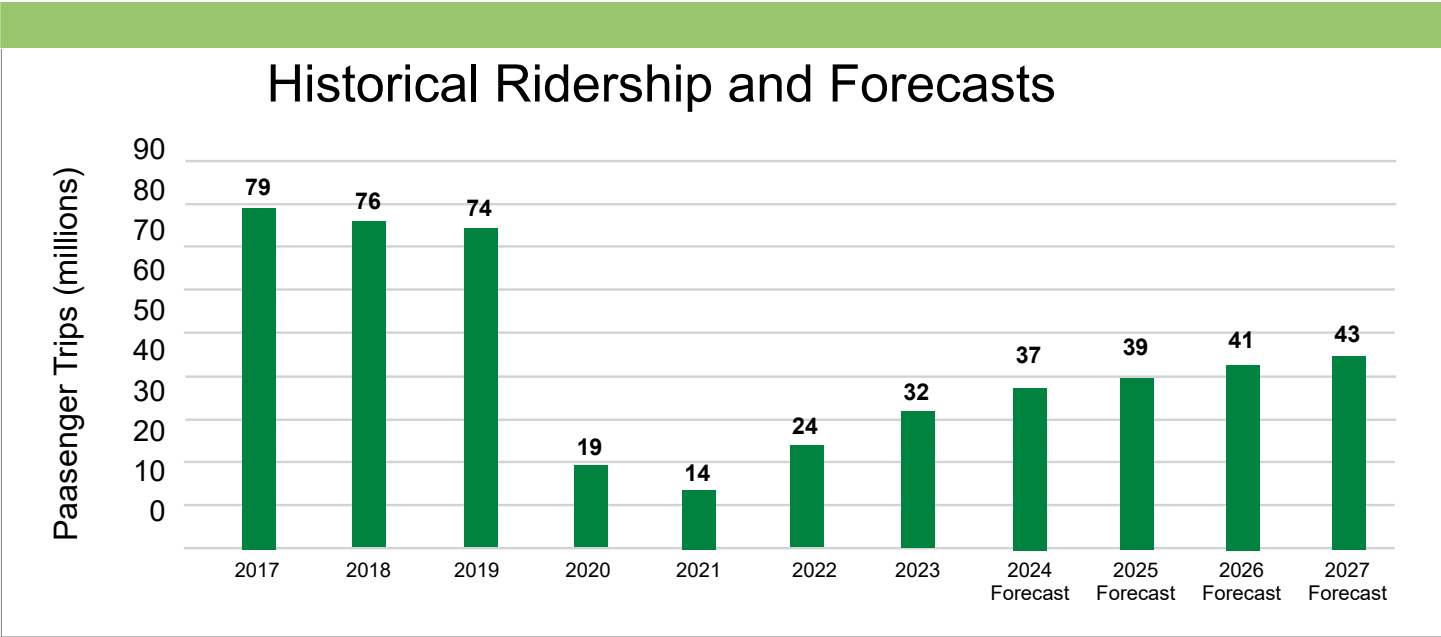
Metra’s conductor count data continued to show the post-pandemic trend of ridership being notably higher on Tuesdays, Wednesdays, and Thursdays and lower on Mondays and Fridays. This ridership pattern reflects employers implementing hybrid work schedules that allow for a mix of in-office attendance and remote-work days. However, in 2024 the data showed Mondays experienced more ridership growth than any other day of the week (+21%). This trend may indicate that workers are increasing the number of days that they are commuting to their workplace.

Weekend ridership continued to show growth as well, with second quarter weekend ridership increasing 13% from last year, with an average of 55,600 trips on Saturdays and 37,600 trips on Sundays. Metra continues to be a popular travel option for large, downtown events. For example, this summer’s Thursday of Lollapalooza saw Metra’s highest post-pandemic ridership with 227,700 trips.

Metra expects to provide approximately 37 million passenger trips in 2024, a 14% increase from 2023. Metra expects the modest and steady ridership growth seen throughout 2024 to continue through 2025, as people continue to increase the number of days they commute to their workplace. In 2025, Metra forecasts ridership to grow by 7% to 39 million trips.

Metra assumes 5% ridership growth in both 2026 and 2027, resulting in 41 million rides and 43 million rides, respectively. **Exhibit 6** shows annual ridership trends back to 2017 and forecasted ridership through 2027. Additional information on ridership trends forecasts can be found on **pages 108 and 109** in the appendices.

EXHIBIT 6:  
METRA SYSTEM HISTORICAL RIDERSHIP AND FORECASTS









# 2025 OPERATING BUDGET & 2026-2027 FINANCIAL PLAN

## OVERVIEW

This section provides a comprehensive financial overview of the 2024 Estimate forecast and 2025 Proposed Budget and 2026-2027 Financial Plan, illustrating the year-to-year progression of Metra's financial results.

This section is organized as follows:

### 1. Overview

- a. 2024 Operating Budget Forecast
- b. 2025 Operating Budget Overview
- c. 2026-2027 Financial Plan Overview
- d. Key Themes
- e. Assumptions

### 2. Total Operating Expenses

- a. NICTD Construction Project
- b. Operations and Maintenance Expenses
- c. Administration
- d. Diesel Fuel
- e. Metra Electric District Motive Electricity
- f. Claims and Insurance

### 3. Total Operations Funding

- a. System-Generated Revenue
  - i. Passenger Fare Revenue
  - ii Reduced Fare Subsidy
  - iii. Other Income
- b. Public Funding
  - i. Regional Public Funding
  - ii. Federal COVID-Relief Funding
- c. 2026 and 2027 Deficit Funding

### 4. Other

- a. Revenue Recovery Ratio
- b. Net Position - Unrestricted Net Assets

The table below provides a summary of the 2024 Estimate, the 2025 Operating Budget and the 2026-2027 Financial Plan in comparison to 2023 results of operations and the 2024 Operating Budget. All budgets and projections have been developed consistent with and in compliance with relevant Metra financial and budget policies. In general, Metra funds its operating expenses with a combination of system-generated revenues (passenger fares and other operating income), regional public funding, and in recent years, federal COVID-relief funds. Additional information about revenues and expenses is provided on **pages 38-42, Exhibits 12-16**.

EXHIBIT 7:  
**METRA OPERATING BUDGET SUMMARY**  
(\$ in millions)

	2023 Actual	2024 Estimate	2024 Budget	2025 Budget	2026 Plan	2027 Plan
<b>Total Operating Expense</b>	<b>\$911.7</b>	<b>\$1,005.0</b>	<b>\$1,093.0</b>	<b>\$1,135.0</b>	<b>\$1,165.0</b>	<b>\$1,1150.0</b>
Plus: Funding for Capital					60.0	60.0
Less: System-Generated Operating Revenue	214.0	267.9	308.9	304.1	303.5	258.0
<b>Funding Requirement</b>	<b>\$697.7</b>	<b>\$737.1</b>	<b>\$784.1</b>	<b>\$830.9</b>	<b>\$921.5</b>	<b>\$952.0</b>
<b>Less:</b>						
Regional Public Funding	556.0	575.5	560.4	592.5	607.3	619.5
Federal COVID-Relief Funding	152.9	161.6	223.7	238.4	93.4	0.0
Other Operating Assistance	1.4	0.0	0.0	0.0	0.0	0.0
<b>Surplus / (Deficit)</b>	<b>\$12.6*</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$220.8)</b>	<b>(\$332.5)</b>

\* Consists of \$2.3 million related to an insurance settlement for a 2019 (pre-COVID) incident and \$10.3 million to fund rental payments not included in operating expenses.

# 2025-2027 Operating Budget and Plan

## OVERVIEW

### 2024 ESTIMATE

2024 operating expenses are forecast to be \$1.005 billion, consisting of \$965 million related to commuter services and \$40 million for costs incurred by Metra to increase capacity on the Metra Electric Line to allow NICTD, a transit partner of Metra, to expand its service.

The total operating expense forecast for 2024 is \$88 million lower than budget (8%), of which \$63 million is attributed to commuter services and \$25 million to the NICTD project.

Operating expenses for commuter services are projected at 6% lower than budget. The three main drivers are: 1) lower spending on various studies, services, and travel and training; 2) lower spending on fringe benefits, including pensions, other post-employment benefits and health-related insurance premiums; and 3) lower spending on diesel fuel costs due to securing fixed-price contracts at lower-than-budgeted prices as well as purchasing diesel fuel on the spot market at prices lower than that assumed in the budget.

NICTD costs are lower than budget due to delays in securing construction permits at the onset of the project requiring construction activities to be resequenced. These delays changed the nature and magnitude of the construction costs in 2024. Despite the initial delays, the project is still on schedule to be completed in 2026.

System-generated operating revenue is projected to be \$267.9 million, or \$41 million lower than the 2024 budget. The unfavorable variance includes the \$25 million reduction in NICTD reimbursements (due to lower costs, described above) and \$17.5 million of lower passenger fare revenue that is only partially offset by \$1.5 million higher-than-budgeted other operating revenue.

Passenger fare revenue is lower than the 2024 budget largely due to lower-than-budgeted ridership. 2024 ridership is now forecast at 37

million rides compared to a budget of 40.2 million. In February 2024, Metra implemented a new fare structure that was budgeted to yield an average fare per ride of \$4.73. To date, the average fare per ride is slightly lower than budget at approximately \$4.72 per ride.

Other income is higher than the 2024 budget, mostly due to higher interest and investment income, higher lease and rental income, higher parking income and higher advertising income, mostly offset by lower than budget reimbursement for Metra work for IDOT, CDOT, and other governmental and third-party organizations.

As a result, Metra's funding requirement to balance the 2024 budget is projected to be \$737.1 million, or \$47 million less than the 2024 budget. This deficit will be fully funded through a combination of regional public funding and federal COVID-relief funds. Regional public funding distributed to Metra is projected at \$575.5 million, or \$15.1 million higher than the budgeted marks. The remaining \$161.6 million will be funded by using available federal COVID-relief funds, which will be \$63.1 million less than budget, allowing a larger amount to carry over into 2025.

### 2025 OPERATING BUDGET OVERVIEW

The 2025 Budget is balanced but only by using federal COVID-relief funding to cover operating deficits. The 2025 Budget does not include a fare increase and continues usage of the new fare structure implemented in 2024.

For 2025, Metra is budgeting operating expenses of \$1.135 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 \$1.070 billion, which is \$42 million, or 4.1%, higher, than the 2024 Budget. Higher costs in 2025 are driven by expected inflationary and contractual increases as well as headcount increases needed to comply with new regulatory guidelines and related training.

Metra is budgeting system-generated operating revenue of \$304.1 million, consisting of \$184.2 of passenger fare revenue, \$54.9 million of other operating income and \$65 million of reimbursement of NICTD capital project costs. The 2025 Budget for passenger fare revenue assumes 39 million rides at an average fare per ride of approximately \$4.72. Other operating income is projected to increase by \$1.1 million to \$54.9 million. Reimbursement for costs incurred by Metra related to NICTD construction work remains at \$65 million, unchanged from the amount included in the 2024 Budget.

A funding requirement of \$830.9 million is budgeted for 2025, which will be covered by regional public funding and available federal COVID-relief funds. 2025 regional public funding is projected at \$592.5 million, a 5.7% increase over the 2024 budget and a 2.9% increase over the 2024 estimate. \$238.4 million of federal COVID-relief funds are budgeted to be used to fund the remaining deficit and achieve a balanced budget.

## 2026-2027 FINANCIAL PLAN OVERVIEW

Metra's financial plan for 2026 and 2027 projects operating expenses of \$1.165 billion and \$1.150 billion, respectively. The 2026 amount includes \$55 million for costs incurred by Metra for activities related to the NICTD construction project. Excluding this amount, 2026 operating expenses related to providing commuter services are \$1.110 billion, representing an approximate 3.7% increase over 2025. 2027 operating expenses for commuter services are 3.6% higher than 2026 operating expenses. Both years reflect a more normalized inflation environment, contractual cost increases, and successful hiring of budgeted positions that are currently vacant.

System-generated operating revenue is projected at \$303.5 million in 2026 and \$258.0 million in 2027. 2026 system-generated operating revenue includes \$55 million for reimbursement of costs incurred for the NICTD construction project. Excluding this amount, 2026 system-generated operating revenue is \$248.5 million, which is a \$9.4 million, or 3.9%, increase over the 2025 Budget.

Passenger fare revenue drives the increase in both years as ridership is projected to grow 5%, resulting in passenger fare revenue of \$193.6 million in 2026.

Other operating income is budgeted to remain flat at the 2025 Budget level of \$54.9 million each for 2026 and 2027. The plan also assumes continued strong and growing sales tax receipts, with sales taxes projected to grow by 2.5% in 2026 and 2.0% in 2027.

In both 2026 and 2027, Metra will require an additional \$60 million to fund upcoming capital projects, largely bridge rehabilitation and replacement. As a result, the funding requirement budgeted in 2026 and 2027 is \$921.5 million and \$952 million, respectively.

Regional public funding distributed to Metra is assumed to remain strong and grow by 2.5% in 2026 to \$607.3 million and by another 2% in 2027 to \$619.5 million. Remaining federal COVID-relief funds of \$93.4 million will be fully exhausted in 2026. As a result, Metra is projecting operating budget deficits of \$220.8 million in 2026 and \$332.5 million in 2027. To cover these anticipated deficits, Metra will require additional public funding or the enactment of other budget-balancing actions.

**Exhibits 11-17 on pages 38-43**, present Metra's 2025 Budget, including the details on the revenue recovery ratio and the 2025 Budget by carrier. Exhibit 15 on page 41 summarizes Metra's 2025 Budget and its 2026-2027 Financial Plan in comparison to recent actual and estimated results, along with the 2024 budget.

# 2025-2027 Operating Budget and Plan

## KEY THEMES

The 2025 Operating Budget and 2026-2027 Financial Plan incorporates several key themes as follows:

- 1. Return to Office Uncertainty** - 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 requirements and employers are struggling to fill empty positions. Metra's passenger fare budget is driven by ridership, which, for 2025, is assumed to increase 7.5% over 2024 estimated levels. In both 2026 and 2027, ridership is assumed to increase at more moderate levels of 5% annually, reflecting the uncertainty in the return to office.
- 2. UP Operations Transfer** - Having already completed the transfer of UP's Mechanical (maintenance of rail equipment used for revenue service), Storehouse and Customer Response Team (formerly ticket agents) employees and activities during 2024, Metra looks to complete the transfer of train engineers and conductors as well as employees who provide maintenance for station facilities, platforms, and yards in early 2025.
- 3. Increasing Regulation and Training** - The FRA has mandated new requirements for dispatchers and signal maintainers to obtain new certifications and qualifications. Metra can perform these certifications internally with additional training staff headcount. Further, the mandate specifies restrictions on hours of service for these crafts, which will require adding to the headcount to remain in compliance.
- 4. Increased Cybersecurity and Operations Technology costs** - Due to increased cybersecurity risks and the importance of the U.S. rail infrastructure network, the FRA, the Department of Homeland Security and other federal agencies have mandated new cybersecurity regulations. Metra's budget includes additional resources, including headcount, to become compliant with these new mandates.

## ASSUMPTIONS

Numerous factors must be considered when developing an annual budget and multiyear plan. Demand, as measured by ridership, is a main component in determining passenger fare revenue. Estimates of inflationary impacts on materials and services costs and increased fuel costs are important in determining overall operating expenses. Additionally, the outlook for regional sales tax growth, as identified by the RTA, is extremely important as it provides between 50% and 60% of Metra's annual funding for operations. A list of baseline economic assumptions used to develop Metra's 2025 Budget, and 2026-2027 Financial Plan is summarized in **Exhibit 8**.

### EXHIBIT 8 BASELINE ECONOMIC ASSUMPTIONS

	2025	2026	2027
Ridership (in millions)	39.0	41.0	43.0
Regional Sales Tax Growth	3.0%	2.6%	2.6%
Metra Regional Public Funds	2.95%	2.5%	2.0%
Base Inflation	2.5%	2.5%	2.5%
Ultra-Low Sulfur Diesel Fuel Spot Price	\$2.75	\$2.75	\$2.75



The following list of key sources were referenced for information outlooks on the industry / economy: inflation - the Congressional Budget Office (CBO), the U.S. Bureau of Labor Statistics (BLS), Philadelphia Federal Reserve Survey of Professional Forecasters and forecasts by various sources compiled by Bloomberg; diesel fuel - the U.S. Energy Information Administration (EIA), Chicago Mercantile Exchange (CME) Ultra-Low Sulfur Diesel (ULSD) (Platts) futures quotes

**Passenger Fare Revenue** - Metra's 2025 Operating Budget and 2026-2027 Financial Plan assumes that ridership will gradually increase from an estimated 37 million rides in 2024 to 39 million rides in 2025. The 2026-2027 Financial Plan projects 5% annual increases to 41 million rides in 2026 and 43 million rides in 2027. These projections reflect the expectation that companies will continue to increase return to work requirements, resulting in higher ridership.

**Metra Regional Public Funds** - The RTA provides estimates of regional public funds (regional sales taxes and state government matching funds), 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 by 3% in 2025 over the 2024 estimate and then by 2.6% in both 2026 and 2027. Metra's portion of the Public Transportation Fund (PTF) is project to increase by 2.95% over the 2024 estimate and by 2.5% in 2026 and 2.0% in 2027.

**Operating Expenses** - The budget and financial plan is based on contractual agreements and reasonable estimates based on available information. A base inflation rate of 2.5% was applied to expenses not related to labor, fringe benefits and fuel for the budget year and the two-year financial plan. Diesel fuel expense, which represents approximately 7% of total operating expenses, is assumed at \$2.75 per gallon. 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.



## TOTAL OPERATING EXPENSES

2025 operating expenses are budgeted at \$1.135 billion, which includes \$65 million related to costs incurred by Metra related to the NICTD construction project. Excluding these costs, 2025 operating expenses for commuter services are budgeted at \$1.070 billion, an increase of \$42 million, or 41%, compared to the 2024 operating expense budget for commuter services. For the 2026-2027 plan years, total operating expenses are budgeted at \$1.165 billion and \$1.150 billion, respectively, including \$55 million of costs in 2026 for the NICTD construction project. Excluding these costs, operating expenses for commuter services are budgeted to increase \$40 million, or 3.7%, in 2025, and another \$40 million, or 3.6%, in 2027.

## NICTD CONSTRUCTION PROJECT- OTHER INCOME AND OPERATING EXPENSES

NICTD is expanding its service via two major construction projects in Indiana. The expanded service requires additional capacity be built along Metra's Electric Line. Metra is managing the project, and most costs incurred by Metra will be reimbursed by NICTD. Even though these costs are reimbursable, and Metra should not incur a loss, GAAP reporting of these costs and related reimbursements require separate other income and operating expense classifications, which are reflected in Metra's 2025 Operating Budget and 2026-2027 Financial Plan. Metra is now projecting expenditures and reimbursements of \$65 million in 2025 and \$55 million in 2026.

## OPERATIONS AND MAINTENANCE EXPENSES - COMMUTER SERVICES

Operating Expenses are reported for the transportation, maintenance of way and structures (engineering) and maintenance of equipment (mechanical) functions, consistent with the Uniform System of Accounts (USOA) as used by the National Transit Database (NTD). The transportation function 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 function includes activities related to the inspection, repair, and maintenance of 243 stations, 1,155 miles of track, 926 bridges, 2,000 signals and other infrastructure. The mechanical function includes activities related to the inspection, repair, and maintenance of nearly 1,220 pieces of equipment used in commuter service.

The 2025 budget for operations and maintenance expenses-commuter services, which represents about 75% of Metra's total operating expenses, is projected to increase by \$47.9 million, or 6.3%, over the 2024 Budget. In addition to inflationary and contractual cost increases, the growth in the operations and maintenance operating expense budget is driven by additional headcount in dispatching and signal maintenance due to new FRA guidelines, additional costs related to strengthening Metra's operational technology activities due to the increased cybersecurity threats, additional positive train control (PTC)-related costs, additional headcount and other costs related to the Union Pacific operations transfer, and higher costs for Burlington Northern Santa Fe (BNSF) operations due to recently signed union agreements. The engineering function is most impacted by these drivers, as 2025 expenses increased \$25 million (+11.8%) over the 2024 budget. The mechanical and transportation functions contribute more modest increases of \$12.1 million (+5.3%) and \$10.9 million (+3.4%) over their respective 2024 budgets. Metra's operations and maintenance budget is projected at \$835.6 million for the 2026 plan year, a 3% increase over the 2025 budget, and \$867.8 million for the 2027 plan year, a 3.9% over the 2026 plan largely driven by inflationary and contractual increases and success in hiring vacant positions.

## ADMINISTRATION

The 2025 Budget for administration activities and departments, which represents about 14% of Metra's total operating costs, is proposed at \$149.9 million, an increase of \$1.8 million, or 1.2%, compared to the 2024 Budget. Projected lower pension expenses due to recent market gains and plan contributions along with flat union health premiums dampen the impact of contractual and market-based increases for wages, along with general inflationary increases for materials and services. The administration budget also includes additional costs related to recently installed ticket vending machines and marketing. For the plan years of 2026 and 2027, administration costs are projected at \$159.3 million and \$166.4 million, respectively, reflecting contractual and market-based increases for wages and fringe benefits along with success in filling budgeted and vacant positions.

## DIESEL FUEL

Diesel fuel is budgeted at \$65.3 million for 2025, representing an \$11.6 million decrease from the 2024 Budget. The 2025 Budget assumes that the average rate for the purchase of 25.6 million gallons will be \$2.55 per gallon, compared to the 2024 Budget, which assumed that all diesel fuel would be purchased at a spot price of \$3.00 per gallon. Recently, Metra entered a fixed-rate, fixed-quantity contract with its supplier to provide 14.4 million gallons at a price of \$2.39 per gallon in 2025, which is incorporated into the 2025 Budget projections. Further, the 2025 Budget assumes that the remaining 11.2 million gallons are purchased on the spot market at a spot price of \$2.75 per gallon, which is based on forecasts developed by the U.S. Energy Information Administration (EIA) as well as diesel fuel future contracts traded on the Chicago Mercantile Exchange (CME). For 2026 and 2027, Metra's projected expense for diesel fuel is \$70.4 million for each year, reflecting an average spot price of \$2.75 per gallon.

## METRA ELECTRIC DISTRICT MOTIVE ELECTRICITY

Metra Electric District motive electricity is budgeted at \$6.7 million for 2025, which is \$2.1 million, or 45.7% higher, than the 2024 budget. After the 2024 Budget was completed, Metra entered into an agreement with its electricity suppliers at a rate that was significantly higher than assumed in the 2024 Budget. Metra's projected expense for Metra Electric District electricity is \$6.9 million in 2026 and \$7.1 million in 2027, reflecting inflationary increases.

## CLAIMS AND INSURANCE

Claims and insurance expenses for 2025 are budgeted at \$37 million, which is a \$1.7 million, or 4.8%, increase, from the 2024 Budget. The budgeted increase in claims and insurance expense for 2025 is related to additional insurance premiums for cybersecurity risks, along with higher insurance rates, while the budget for claims expenses in 2025 remains flat with the 2024 Budget. For 2026 and 2027, expenses in this category are projected to increase by \$0.8 million and \$0.5 million, respectively, reflecting inflationary increases with a partial offset for better expected claims experience.

## TOTAL OPERATIONS FUNDING

Metra has historically relied on two sources to fund operations: system-generated revenue and regional public funding from a transportation sales tax along with a partial state match. System-generated revenue consist primarily of passenger fares, but also includes other revenue sources, 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.

Prior to the COVID-19 pandemic, public funding was regional and 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 through legislative funding changes that increased the amount and sources of funds and established a new allocation basis for the additional funding. The main source of funding for both Part I and Part II is the same - a regional sales tax authorized by Illinois statute, imposed in the six-county region of northeast Illinois, and collected by the state, and a partial state sales tax matching grant from the Public Transportation Fund (PTF).

Since 2020, Metra has received additional public funding from the federal government, which were provided to offset lower ridership and lower passenger fare revenue due to the COVID-19 pandemic. In total, Metra was allocated approximately \$1,076.4 million in COVID-relief funding, of which \$583 million has been requisitioned and received through 2023, with another \$161.6 million projected to be requisitioned during 2024. It is projected that \$331.8 million in federal relief funds will carry over into 2025.

## SYSTEM-GENERATED REVENUE

### Passenger Fare Revenue

Passenger fare revenue for 2025 is projected at \$184.2 million, which is \$5.9 million, or 5.1%, lower than the 2024 budget. This decrease is mostly driven by the assumption of total rides in the 2025 budget of 39 million rides being 1.2 million rides lower than the 40.2 million rides assumed in the 2024 budget. Metra's new fare structure, introduced in 2024, will continue in 2025. Ticket purchase trends, identified from February 2024 through July 2024, were applied to the ridership forecast to project passenger fare revenues, resulting in a \$4.72 average fare per ride compared to a \$4.73 average fare per ride assumed in the 2024 Budget. For 2026 and 2027, passenger revenue is budgeted to increase by approximately 5% each year, consistent with projected 5% annual ridership increases. Ridership is projected at 41 million in 2026 and 43 million in 2027. The 2025 Budget and the 2026-2027 Financial Plan do not include a fare increase.

### Reduced Fare Subsidy

The reduced fare subsidy is budgeted to be \$1.9 million for 2025, a \$0.1 million increase from the 2024 budget. The State of Illinois FY 2025 budget, approved in June 2024, increased the total amount of reduced fare subsidy by \$2 million, or 10%, to \$21 million for the entire system. Metra's share of the total subsidy is set at 9.21%, resulting in the \$1.9 million increase. The reduced fare subsidy is budgeted to remain flat in both 2026 and 2027.

## Other Income

The 2025 Budget for other income is \$53 million, an increase of \$1 million, or 2%, from the 2024 Budget, driven by anticipated higher lease and trackage income, advertising and parking revenues, and ridership but largely offset by lower interest and investment income, due to anticipated lower interest rates. The remaining line items in the other income category have smaller increases or decreases compared to the 2024 Budget but are estimated to contribute at approximately 2024 budget levels. The 2026 and 2027 Plan projects other income remaining at the 2025 Budget level of \$53 million, as expected lower interest rates and investment income, due to lower rate, are offset by increases in trackage income due to inflationary increases and increases in advertising and parking income related to increased ridership. **Exhibit 9** summarizes the projections of other income for the 2025 Budget and the 2026-2027 Financial Plan.

EXHIBIT 9:  
**METRA OTHER INCOME**  
(\$ in millions)

Description	2023A	2024 Est.	2024 Budget	2025 Budget	2026 Plan	2027 Plan
Trackage Income	\$ 21.2	\$23.5	\$24.0	\$25.3	\$25.8	\$26.5
Interest and Investment Income	14.5	13.0	11.8	10.8	10.0	9.0
Lease and Rental Income	6.1	5.8	4.7	6.0	6.0	6.0
Advertising Income	2.0	2.2	2.1	2.3	2.5	2.7
Work for other agencies	8.4	5.1	6.6	5.1	5.1	5.1
Parking Income	0.9	0.8	0.7	0.9	1.0	1.0
Insurance Proceeds	2.6	0.8	0.5	0.9	0.9	0.9
All Other income	1.2	2.3	1.6	1.7	1.7	1.7
<b>Total - Commuter Services</b>	<b>\$56.9</b>	<b>\$53.5</b>	<b>\$52.0</b>	<b>\$53.0</b>	<b>\$53.0</b>	<b>\$53.0</b>
NICTD-Related Reimbursement	6.6	40.0	65.0	65.0	50.0	0.0
<b>Total Other Income</b>	<b>\$63.5</b>	<b>\$93.5</b>	<b>\$117.0</b>	<b>\$118.0</b>	<b>\$103.0</b>	<b>\$53.0</b>



# 2025-2027 Operating Budget and Plan

## PUBLIC FUNDING

### Regional Public Funding

#### FUNDING SOURCES - PART I

##### Sales Tax

The Part I sales tax amount represents the sales tax imposed by the RTA under 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 10** summarizes the distribution of Part I sales tax to the RTA and the service boards.

EXHIBIT 10:  
RTA PART I SALES TAX DISTRIBUTION

		% OF REMAINING 85%		
	RTA	CTA	Pace	METRA
Chicago	15%	100%	0%	0%
Suburban Cook	15%	30%	15%	55%
Collar Counties	15%	0%	30%	70%

Metra’s Part I sales tax funding mark in 2025 is \$425.8 million. This represents approximately 33.2% of the RTA region’s total estimated Part 1 sales taxes of \$1.283 billion, which is based on current sales tax trends. The RTA estimate for 2025 Metra sales tax receipts is 3% higher than the 2024 estimate (\$413.3 million) and 5.8% higher than the amount included in the 2024 budget (\$402.4 million). Metra’s Part 1 sales tax funding marks in 2026 and 2027 are \$436.9 million and \$448.2 million, also representing approximately 33.2% of the RTA region’s total estimated Part 1 sales taxes of \$1.316 billion and \$1.350 billion.

##### Non-statutory Funding - Sales Tax 1

The RTA uses the 15% retention of Sales Tax I receipts to fund operations, including administrative, debt service and other program costs. If RTA’s funding requirements are less than the 15% retention of Sales Tax I, these remaining funds may be allocated to the service boards at the direction of the RTA Board of Directors and Metra would receive a 39% share of any funds approved for distribution by the RTA Board of Directors. For the 2025 budget, this amount totals \$32 million and increases to \$33.6 million in both 2026 and 2027.

##### Public Transportation Fund

Section 4.09 of the RTA Act establishes a Public Transportation Fund (PTF) in the State Treasury. 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 PTF funds are to be allocated and paid to the RTA, provided it meets the budgeting and financial requirements set forth in the RTA Act. Metra does not receive any Part I PTF under the RTA’s current funding agreement.

## 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%. An additional PTF grant from the state, equal to 5% of total tax collections - Part I existing sales tax and the new additional 0.25% sales tax - was established. The existing PTF match of 25% of sales tax was extended to the new 0.25% sales tax, bringing the total PTF match to 30%. The 2008 Act also authorized the creation of a Real Estate Transfer Tax (RETT) in the City of Chicago with the proceeds of the new RETT and a State 25% match from PTF on RETT going to CTA.

Funds generated by the Part II sales tax and PTF match are first allocated to Pace for the provision of Regional ADA Paratransit service and for services other than traditional fixed-route services that enhance suburban mobility under the Suburban Community Mobility Fund (SCMF). Part II funds are then allocated to the RTA for the Innovation, Coordination and Enhancement (ICE) fund; and to CTA for 25% match on its RETT. Any remaining Part II funds are allocated 48% to the CTA, 39% to Metra and 13% to Pace.

The estimated Part II funding marks in 2025 for Metra are \$134.7 million, or 20% of the total \$668.6 million of regional Part II sales taxes and Part II PTF. The Part II funding marks are estimated to increase to \$136.9 million in 2026 and \$137.7 million in 2027.

## 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 RTA sales taxes 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 11** below summarizes actual and projected sales tax and PTF trends.

EXHIBIT 11:

### REGIONAL SALES TAX & PUBLIC TRANSPORTATION FUNDS TRENDS

(\$ in 000's)

	2023 Actual	2024 Estimate	2024 Budget	2025 Marks	2026 Marks	2027 Marks
<b>Regional Funds</b>						
Sales Tax - Part 1	\$1,206.5	\$1,245.6	\$1,223.0	\$1,282.5	\$1,315.8	\$1,350.1
PTF Match to Sales Tax	307.1	315.7	307.5	322.7	334.0	342.6
Sales Tax - Part 2	424.3	437.5	429.9	451.0	462.8	474.8
PTF Match to Sales Tax - Part 2	208.0	212.7	212.8	217.6	227.6	236.0
<b>Total Sales Tax and PTF</b>	<b>\$2,145.9</b>	<b>\$2,211.5</b>	<b>\$2,173.2</b>	<b>\$2,273.8</b>	<b>\$2,340.2</b>	<b>\$2,403.5</b>
<b>Metra Share of Regional Funds</b>						
Sales Tax - Part 1	400.2	413.4	402.4	425.8	436.9	448.2
Sales Tax - Part 1 (non-statutory)	19.0	22.5	22.5	32.0	33.6	33.6
Sales Tax - Part 2	61.2	62.1	59.5	55.3	54.5	53.1
PTF Match to Sales Tax - Part 2	75.6	77.5	76.0	79.4	82.3	84.6
<b>Total Metra Share</b>	<b>\$556.0</b>	<b>\$575.5</b>	<b>\$560.4</b>	<b>\$592.5</b>	<b>\$607.3</b>	<b>\$619.5</b>

## 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, \$137.2 million in 2022, and \$152.9 million in 2023, Metra projects it will use \$161.6 million in 2024, leaving \$331.8 million available to be carried forward into 2025. Metra projects that it will use \$238.4 million in 2025 to balance its budget, leaving \$93.4 million remaining for 2026. This funding source is expected to be fully depleted during 2026.

## **2026 AND 2027 DEFICIT FUNDING**

Metra's projects a deficit of \$220.8 million in its 2026 financial plan after depletion of remaining federal COVID-relief funds and a deficit of \$332.5 million in its 2027 financial plan. The deficits in both years include \$60 million that would be used to fund bridge replacement and other major capital projects. Metra's 2026-2027 Financial Plan requires additional, but currently unidentified, funding sources or implementation of other budget-balancing actions in 2026 and 2027 to cover the projected deficits.

Additional funding sources will need to be identified and enacted to fund the service levels that residents of the northeast Illinois region have come to expect from Metra and to achieve the region's sustainability and equity goals. 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 will have long-term negative impacts on public transportation in the Chicago region.

## OTHER

### REVENUE RECOVERY RATIO

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 was set at 52.5%. Since the beginning of the pandemic, the Illinois Legislature waived the region's 50% recovery ratio requirement. However, the RTA has provided Metra a recovery ratio target of 39%. Metra's Recovery Ratio in its 2025 Budget is projected at 50.9%, exceeding the 39% target, and is achieved by using federal COVID-relief funds to make up for the loss of fare revenue caused by low ridership, as allowed by the RTA. If Metra's deficits for 2026 and 2027 are satisfied with additional funding, Metra's revenue recovery ratio is 51% and 49.3%, for 2026 and 2027 respectively, also exceeding the RTA target of 39%.

### NET POSITION - UNRESTRICTED NET ASSETS

Unrestricted net assets is reported in compliance with generally accepted accounting principles (GAAP) and represents the portion of net position that is neither restricted nor invested in capital assets net of related debt. Unrestricted net assets represents the long-term accumulation of surpluses (i.e. positive budget variances or "PBV") which have not been expended to fund deficits or internally funded capital projects. In the 2024 estimate and the 2025 budget period, the unrestricted net assets portion of net position is projected to remain at the 2023 reported level of \$292.8 million, as both the 2024 estimate and the 2025 budget are not projected to generate a surplus but rather are balanced using federal COVID-relief funds. Further, withdrawals for capital project funding are not anticipated. For both 2026 and 2027, a surplus will be generated if additional funding is provided to Metra at a level that funds Metra's operating deficits in both years as well as an additional \$60 million for capital projects in each year. It is further projected that if a \$60 million surplus is generated in each of 2026 and 2027, those surpluses then be expended on long-term bridge replacement and rehabilitation projects or other long-term capital projects, resulting in the Net Position - Unrestricted Net Assets remaining at \$292.8 million throughout the 2026-2027 Financial Plan.

## Exhibit 12

**METRA OPERATING BUDGET STATEMENTS COMPARISON OF 2024 BUDGET & 2025 BUDGET**

(\$ in millions)

	2024 Budget	2025 Budget	Growth Amount	%
<b>Revenue</b>				
Passenger Revenue	\$190.1	\$184.2	(\$5.9)	-3.1%
Reduced Fare Subsidy	1.8	1.9	0.1	5.6%
Other Income	52.0	53.0	1.0	1.9%
<b>Revenue - Commuter Services</b>	<b>\$243.9</b>	<b>\$239.1</b>	<b>(\$4.8)</b>	<b>-2.0%</b>
Other Income - NICTD Project Reimbursement	65.0	65.0	0.0	NMF
<b>Total Revenue</b>	<b>\$308.9</b>	<b>\$304.1</b>	<b>(\$4.8)</b>	<b>-1.6%</b>
<b>Operating &amp; Maintenance Expenses</b>				
Transportation	321.7	332.6	10.9	3.4%
Maintenance of Way	211.0	236.0	25.0	11.8%
Maintenance of Equipment	230.4	242.5	12.1	5.3%
<b>Subtotal - Operations &amp; Maintenance Expenses</b>	<b>\$763.1</b>	<b>\$811.1</b>	<b>\$48.0</b>	<b>6.3%</b>
Administration	148.1	149.9	1.8	1.2%
Diesel Fuel	76.9	65.3	(11.6)	-15.1%
Metra Electric District Motive Electricity	4.6	6.7	2.1	45.7%
Claims & Insurance	35.3	37.0	1.7	4.8%
<b>Operating Expenses - Commuter Services</b>	<b>\$1,028.0</b>	<b>\$1,070.0</b>	<b>\$42.0</b>	<b>4.1%</b>
Maintenance of Way - NICTD Project Expenses	65.0	65.0	0.0	NMF
<b>Total Operating Expenses</b>	<b>\$1,093.0</b>	<b>\$1,135.0</b>	<b>\$42.0</b>	<b>3.8%</b>
<b>Total Operating Deficit</b>	<b>\$784.1</b>	<b>\$830.9</b>	<b>\$46.8</b>	<b>6.0%</b>
<b>Funding Sources</b>				
Metra Sales Taxes	560.4	592.5	32.1	5.7%
Add: ICE Funding for Operations	0.0	0.0	0.0	0.0%
Federal Relief Funding - Revenue Replacement	223.7	238.4	15.0	6.7%
<b>Subtotal - Total Funds for Operations</b>	<b>784.1</b>	<b>831.2</b>	<b>47.1</b>	<b>6.0%</b>
<b>Less: Capital Fare Funding / Funding for Capital</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>
<b>Total Funds Available for Operating</b>	<b>\$784.1</b>	<b>\$831.2</b>	<b>\$47.1</b>	<b>6.0%</b>
<b>Excess / (Shortfall) of Funds</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>
<b>Revenue Recovery Ratio Calculation</b>				
<b>Recovery Ratio</b>	<b>52.0%</b>	<b>50.9%</b>	<b>-1.1%</b>	
Recovery Ratio Additions	\$1.3	\$1.6	0.3	20.2%
Recovery Ratio Exclusions	\$67.2	\$66.2	(1.0)	-1.5%

## Exhibit 13

**CALCULATION OF 2024 & 2025 BUDGET REVENUE RECOVERY RATIOS**

(\$ in millions)

Year	2024 Budget	2025 Budget
System-Generated Revenues	\$308.9	\$304.1
Federal Relief Funding / Other Funding	223.7	238.4
Additions to Recovery Ratio Revenues	1.3	1.6
<b>Revenue Recovery Ratio Revenue</b>	<b>\$533.9</b>	<b>\$544.1</b>
Total Operating Expenses	\$1,093.0	\$1,135.0
Exclusions from Recovery Ratio Expenses	(67.2)	(66.2)
<b>Revenue Recovery Ratio Expenses</b>	<b>\$1,025.8</b>	<b>\$1,068.8</b>
<b>Revenue Recovery Ratio</b>	<b>52.0%</b>	<b>50.9%</b>





## Exhibit 14

## 2025 BUDGET BY CARRIER AND TYPE OF EXPENSE

(\$ in millions)

	NIRCRC	Union Pacific	BNSF Railway	Total Metra
<b>Revenue</b>				
Passenger Revenue	\$73.6	\$70.0	\$40.5	\$184.2
Reduced Fare Subsidy	0.8	0.7	0.4	1.9
Other Income (Leases, etc.)	52.8	0.2	0.0	53.0
Revenue - Commuter Services	127.3	70.9	40.9	239.1
Other Revenue - NICTD Project Reimbursement	65.0	0.0	0.0	65.0
<b>Total Revenue</b>	<b>\$192.3</b>	<b>\$70.9</b>	<b>\$40.9</b>	<b>\$304.1</b>
<b>Operating &amp; Maintenance Expenses</b>				
Transportation	268.4	13.5	50.7	332.6
Maintenance of Way	157.1	70.5	8.4	236.0
Maintenance of Equipment	185.3	8.8	48.4	242.5
Subtotal - Operations & Maintenance Expenses	\$610.8	\$92.8	\$107.5	\$811.1
Administration	144.6	5.3	0.0	149.9
Diesel Fuel	53.6	0.0	11.7	65.3
Metra Electric District Motive Electricity	6.7	0.0	0.0	6.7
Claims & Insurance	32.4	0.0	4.6	37.0
Operating Expenses - Commuter Services	848.1	98.1	123.8	1,070.0
Maintenance of Way - NICTD Project Expenses	65.0	0.0	0.0	65.0
<b>Total Operating Expenses</b>	<b>\$913.1</b>	<b>\$98.1</b>	<b>\$123.8</b>	<b>\$1,135.0</b>
<b>Total Operating Deficit</b>	<b>\$720.8</b>	<b>\$27.2</b>	<b>\$82.9</b>	<b>\$830.9</b>
<b>Funding Sources</b>				
Metra Sales Taxes				592.5
Add: ICE Funding for Operations				0.0
Federal Relief Funding				238.4
Less: Capital Fare Funding / Funding for Capital				0.0
<b>Total Funds Available for Operating</b>				<b>\$831.2</b>
<b>Excess / (Shortfall) of Funds</b>				<b>\$0.0</b>
<b>Revenue Recovery Ratio Calculation</b>				
<b>Recovery Ratio</b>				<b>50.9%</b>
Recovery Ratio Additions				1.6
Recovery Ratio Exclusions				66.2

## Exhibit 15

## 2025 BUDGET AND 2026 - 2027 FINANCIAL WITH HISTORICAL TREND

(\$ in millions)

	2023 Actual	2024 Estimate	2024 Budget	2025 Budget	Growth	2026 Plan	Growth	2027 Plan
<b>Revenue</b>								
Passenger Revenue	\$149.0	\$172.6	\$190.1	\$184.2	5.1%	\$193.6	4.9%	\$203.1
Reduced Fare Subsidy	1.7	1.8	1.8	1.9	0.0%	1.9	0.0%	1.9
Other Income	56.7	53.5	52.0	53.0	0.0%	53.0	0.0%	53.0
<b>Operating Revenue from Commuter Services</b>	<b>\$207.4</b>	<b>\$227.9</b>	<b>\$243.9</b>	<b>\$239.1</b>	<b>3.9%</b>	<b>\$248.5</b>	<b>3.8%</b>	<b>\$258.0</b>
Other Income - NICTD Project Reimbursement	6.6	40.0	65.0	65.0	-15.4%	55.0	-100.0%	0.0
<b>Total Operating Revenue</b>	<b>\$214.0</b>	<b>\$267.9</b>	<b>\$308.9</b>	<b>\$304.1</b>	<b>-0.2%</b>	<b>\$303.5</b>	<b>-15.0%</b>	<b>\$258.0</b>
<b>Operating &amp; Maintenance Expenses</b>								
Transportation	\$288.7	\$306.7	\$321.7	\$332.6	3.3%	\$343.7	3.9%	\$357.1
Maintenance of Way	200.2	213.0	211.0	236.0	3.3%	243.9	3.8%	253.2
Maintenance of Equipment	212.5	222.8	230.4	242.5	2.3%	248.0	3.8%	257.5
<b>Subtotal - Operations &amp; Maintenance</b>	<b>\$701.4</b>	<b>\$742.5</b>	<b>\$763.2</b>	<b>\$811.1</b>	<b>3.0%</b>	<b>\$835.6</b>	<b>3.9%</b>	<b>\$867.8</b>
Administration	103.0	113.0	148.1	149.9	6.3%	159.3	4.5%	166.4
Diesel Fuel	56.0	70.3	76.9	65.3	7.8%	70.4	0.0%	70.4
Metra Electric District Electricity	4.8	6.6	4.6	6.7	3.0%	6.9	2.9%	7.1
Claims & Insurance	40.3	32.6	35.3	37.0	2.2%	37.8	1.3%	38.3
<b>Operating Expenses - Commuter Services</b>	<b>\$905.5</b>	<b>\$965.0</b>	<b>\$1,028.0</b>	<b>\$1,070.0</b>	<b>3.7%</b>	<b>\$1,110.0</b>	<b>3.6%</b>	<b>\$1,150.0</b>
Maintenance of Way - NICTD Project Expenses	6.2	40.0	65.0	65.0	0.0%	55.0	-100%	0.0
<b>Total Operating Expenses</b>	<b>\$911.7</b>	<b>\$1,005.0</b>	<b>\$1,093.0</b>	<b>\$1,135.0</b>	<b>2.6%</b>	<b>\$1,165.0</b>	<b>-1.3%</b>	<b>\$1,150.0</b>
<b>Total Operating Deficit</b>	<b>\$697.7</b>	<b>\$737.1</b>	<b>\$784.1</b>	<b>\$830.9</b>	<b>3.7%</b>	<b>\$861.5</b>	<b>3.6%</b>	<b>\$892.0</b>
<b>Funding Sources</b>								
Metra Sales Taxes	556.0	575.5	560.4	592.5	2.5%	607.3	2.0%	619.5
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	152.9	161.6	223.7	238.4	-60.8%	93.4	-100%	0.0
Other Funding Sources / Budget Balancing Actions	1.4	0.0	0.0	0.0	0.0%	220.8	50.5%	332.5
Less: Capital Fare Funding / Funding for Capital	0.0	0.0	0.0	0.0	0.0%	(60.0)	0.0%	(60.0)
<b>Total Funds Available for Operating</b>	<b>\$710.3</b>	<b>\$737.1</b>	<b>\$784.1</b>	<b>\$830.9</b>	<b>3.7%</b>	<b>\$861.5</b>	<b>3.5%</b>	<b>\$892.0</b>
<b>Excess / (Shortfall) of Funds</b>	<b>\$12.6 *</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>0.0%</b>	<b>\$0.0</b>	<b>0.0%</b>	<b>\$0.0</b>
<b>Revenue Recovery Ratio Calculation</b>								
<b>Recovery Ratio</b>	<b>43.3%</b>	<b>45.8%</b>	<b>52.0%</b>	<b>50.9%</b>	<b>0.1%</b>	<b>51.0%</b>	<b>-1.7%</b>	<b>49.3%</b>
Recovery Ratio Additions	\$1.3	\$1.3	\$1.3	\$1.6	5.1%	\$1.6	0.1	\$1.7
Recovery Ratio Exclusions	\$59.6	\$65.0	\$67.2	\$66.2	4.0%	\$68.8	3.0%	\$70.9

\* Consists of \$2.3 million related to an insurance settlement for a 2019 (pre-COVID) incident and \$10.3 million to fund rental payments not included in operating expenses.

## Exhibit 16

**2024 - 2027 FUND BALANCE - UNRESTRICTED NET POSITION**

(\$ in millions)

Year	2024 Estimate	2025 Budget	2026 Plan	2027 Plan
Total Operating Expenses	\$1,005.0	\$1,135.0	\$1,165.0	\$1,150.0
Funding Required for Capital Projects	\$0.0	\$0.0	\$60.0	\$60.0
Total System-Generated Revenues	267.9	303.8	303.3	257.7
<b>Funding Requirement</b>	<b>\$737.1</b>	<b>\$831.2</b>	<b>\$921.7</b>	<b>\$952.3</b>
Regional Public Funding	575.5	592.5	607.3	619.5
Federal COVID-19 Relief Funding	161.6	238.7	93.2	0.0
Other Operating Assistance	0.0	0.0	0.0	0.0
Budget Balancing Actions	0.0	0.0	221.2	332.8
Net Operating Results - Surplus / (Deficit)	\$0.0	\$0.0	\$0.0	\$0.0
<b>Net Position - Unrestricted Net Assets</b>				
Beginning Balance - Unrestricted Net Assets	\$292.8	\$292.8	\$292.8	\$292.8
Plus: Net Operating Results - Surplus / (Deficit)	0.0	0.0	0.0	0.0
Plus: Funding for Capital Projects	0.0	0.0	60.0	60.0
Less: capital expended from net position	0.0	0.0	60.0	60.0
<b>Ending Balance - Unrestricted Net Assets</b>	<b>\$292.8</b>	<b>\$292.8</b>	<b>\$292.8</b>	<b>\$292.8</b>







Exhibit 17

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	\$229.4	\$250.6	\$275.3	\$269.1	\$269.6	\$271.7	\$268.3	\$267.7	\$268.2	\$266.2	\$253.0	
Funding for Operations													
Operating Revenue	17.3	16.4	17.6	19.0	19.7	19.9	23.0	21.8	21.9	23.7	19.9	18.8	239.1
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
Net Operating Revenue	17.3	16.4	17.6	19.0	19.7	19.9	23.0	21.8	21.9	23.7	19.9	18.8	239.1
RTA Sales Tax / State PTF	55.6	57.0	62.7	40.0	39.0	47.1	43.4	47.5	49.1	46.6	49.0	47.5	584.6
Federal COVID Relief Funding	0.0	35.7	32.1	22.5	31.2	22.1	18.0	18.2	17.0	17.6	6.8	9.9	231.2
Other Federal and State Funding	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 Funding for Operations	\$72.8	\$109.1	\$112.4	\$81.4	\$90.0	\$89.0	\$84.5	\$87.6	\$88.0	\$87.9	\$75.8	\$76.3	\$1,054.8
Funding for Capital													
FTA	13.0	14.0	12.2	16.1	18.5	16.9	16.8	20.0	15.0	16.9	14.7	13.5	187.6
Other State Funds (BOND & PAYGO)	16.3	14.3	12.4	16.5	18.9	15.3	25.2	30.7	23.9	27.0	23.4	21.8	245.7
ICE	0.0	0.0	0.0	0.5	0.4	0.5	0.5	0.6	0.6	0.5	0.6	0.5	4.7
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 Funding for Capital	\$29.3	\$28.3	\$24.6	\$33.1	\$37.8	\$32.7	\$42.5	\$51.3	\$39.5	\$44.4	\$38.7	\$35.8	\$438.0
Total Cash Receipts	\$102.1	\$137.4	\$137.0	\$114.5	\$127.8	\$121.7	\$127.0	\$138.9	\$127.5	\$132.4	\$114.4	\$112.2	\$1,492.9
Cash Disbursements													
Operating Expenses	93.4	88.0	87.7	88.1	89.9	87.6	88.4	88.4	87.6	89.9	89.1	91.9	1,070.0
Capital Projects:													
FTA/RTA/IDOT	29.3	28.2	24.6	32.6	37.4	32.1	42.0	50.7	38.8	43.9	38.1	35.3	433.0
ICE	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
Metra	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.5	0.5	0.5	0.5	2.4
Total Capital Projects	\$29.3	\$28.2	\$24.6	\$32.6	\$37.4	\$32.1	\$42.0	\$51.1	\$39.3	\$44.4	\$38.6	\$35.8	\$435.4
Total Cash Disbursements	\$122.7	\$116.2	\$112.3	\$120.7	\$127.3	\$119.7	\$130.4	\$139.5	\$126.9	\$134.3	\$127.7	\$127.7	\$1,505.4
Ending Balance	\$229.4	\$250.6	\$275.3	\$269.1	\$269.6	\$271.7	\$268.3	\$267.7	\$268.2	\$266.2	\$253.0	\$237.4	



### CAPITAL PROGRAM DEVELOPMENT PROCESS

Metra's mission is to provide safe, reliable, efficient, and affordable commuter rail service that enhances the economic and environmental health of Northeast Illinois. This requires 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.

Each spring, Metra issues an internal "Call for Capital Projects" to formally solicit capital funding requests from the Metra departments that maintain, purchase, and build assets. The development process is repeated each calendar year, resulting in the adoption of a 1-year capital program and a revised 5-year capital program.

Metra receives approximately \$335 million of capital funds from fixed funding sources annually, including federal formula funds 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 cyclically.

Capital funding sources, however, have not been adequate to maintain Metra's existing infrastructure in good condition, referred to as a "state of good repair" (SGR). The Federal Transit Administration (FTA) defines SGR as: "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 amount necessary to properly maintain infrastructure, the deferred investment needs accumulate into what is referred to as the "state

of good repair backlog" (SGR backlog). As of 2024, Metra's SGR backlog is estimated at \$12.1 billion. Assuming capital funding levels remain consistent over the next 20 years, Metra's SGR backlog will grow to \$35.2 billion by 2043. To eliminate the current SGR backlog and address annual capital needs, Metra would need to spend on average \$1.76 billion per year for 20 consecutive years.

During the program development process, Metra must ensure adequate funding is first allocated to projects that address the most critical SGR needs. After those projects are funded, a small amount of fixed funding is available to invest in projects that improve Metra's service delivery, including the agency's vision to move towards a "regional rail" service model.

Metra's overall capital investments are guided by its strategic plan, *My Metra, Our Future*. The plan's development was subject to multiple public open houses and a release for public comment. Metra's Board of Directors approved the agency's new 2023-2027 strategic plan in February 2023. The plan contains Metra's revised mission and vision statements, as well as five strategic goals to 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 both 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* comprehensive regional plan, a longer-term vision for the region that includes a list of Metra-designated regionally significant projects. CMAP is currently beginning an update of the *ON TO 2050* plan.

Since the adoption of its 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 solicit projects for consideration in the upcoming program cycle. Project requests are submitted by Metra's internal user departments and project managers at our freight railroad partners.

Metra is in regular contact with its freight railroad partners, municipalities, state and federal agencies, and other stakeholders throughout Northeast Illinois to ensure that its capital program aligns with their needs and

plans. Metra's capital projects originate from implementers, project managers, field crews, and department heads. Municipal partners may propose or request capital contributions and projects from Metra through a community request process. Metra senior management also suggests projects that align with the agency's long-term vision.

The 2024 "Call for Projects" was issued in April, resulting in more than 220 project requests for the 2025-2029 timeline. Information about each project is gathered, including qualitative and quantitative data, asset information, the amount and timing of funding requests, potential risks, expected outcomes, and other information needed to measure the criticality of the project. Project information is supplemented by information, such as ridership levels and asset condition evaluations, and reviewed for quality assurance.

Metra's six investment prioritization criteria - strategic alignment, project readiness, condition, federal or local mandates, accessibility, and emission reduction - are used in the evaluation process. Each of the criteria is assigned different weights in the evaluation process.

Scoring results for each project considered for inclusion in the 2025-2029 Capital Program are documented in Metra's TAM Plan (**Appendices A-1**) [metra.com/transit-asset-management-plan](https://www.metra.com/transit-asset-management-plan). Details on each of the investment prioritization criteria and the evaluation weight for each are as follows:

### Criteria 1: Strategic Alignment (30 points)

- **Safety & Security (10 points):** Evaluates a project's impact on system safety and security.
- **Customer Service (10 points):** Evaluates how a project may impact customer service, accessibility, and ridership.
- **Cost (10 points):** Evaluates how a project impacts the operating and maintenance costs of related assets, whether it extends the assets' life, is eligible for outside funding, and is projected to have a high rate of return on investment.

### Criteria 2: Project Readiness (10 points)

Points are awarded for capital projects that are already in progress, increasingly so if key milestones have been met such as securing easements and permits, utility coordination, and whether environmental reviews have been completed.

### Criteria 3: Condition (35 points)

Capital projects that improve or replace assets in poor conditions score highly. Capital projects that improve assets that are rated as beyond their useful life earn additional points. Likewise, capital projects that address documented failures earn additional points. Projects that improve the resilience of Metra's infrastructure earn points as well.

### Criteria 4: Mandate (10 points)

Evaluates how a capital project corrects or prevents a compliance issue with a federal, state, or local mandate.

### Criteria 5: Accessibility (10 points)

**Improves Equity (3 points):** Requested capital projects are mapped to determine if the project invests in a Justice40 geographic area, a federal data tool used to ensure that disadvantaged communities receive the benefits of new and existing federal investments.

**Achieves Full Accessibility (3 points):** Evaluates whether a project that makes a station fully ADA-compliant.

**Access to Key Destinations (2 points):** Evaluates whether a project supports access for riders to and from key destinations, based on CMAP's Key Destination Data.

**Access to Job Centers (2 points):** Projects are evaluated on their proximity to high-employment areas and if the project would enhance service to such areas, based on CMAP's Key Destination Data.



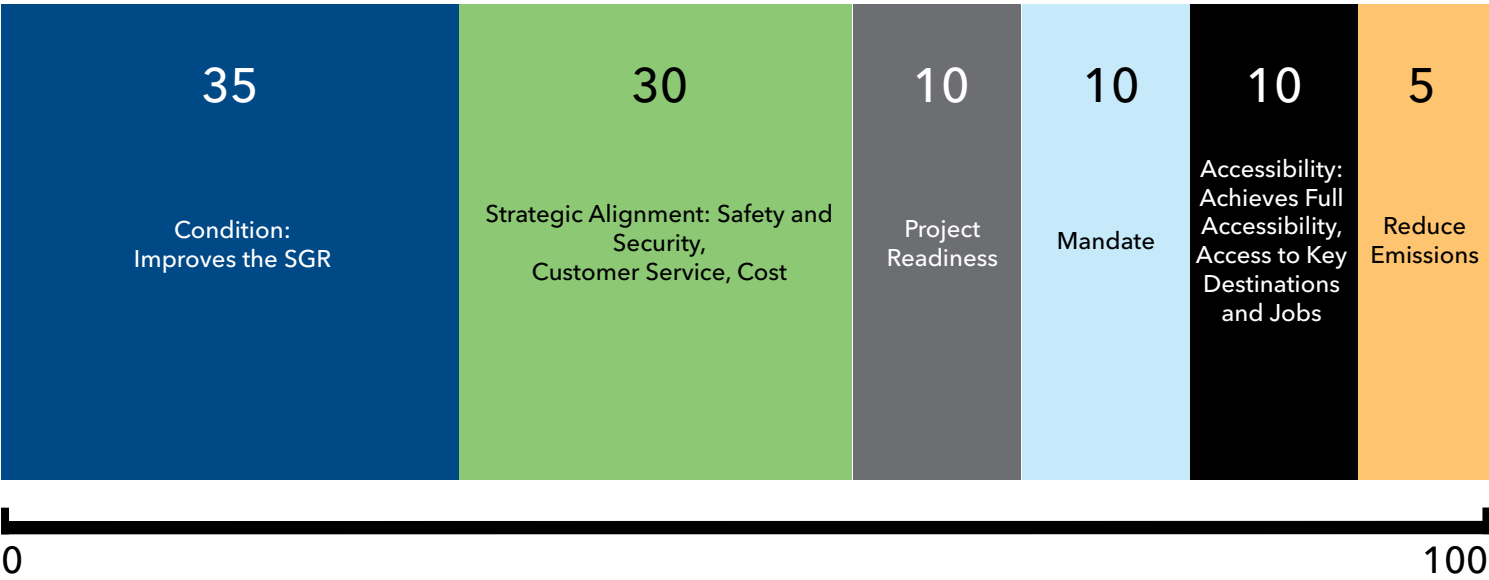
Criteria 6: Reduce Emissions (5 points)

**Emissions Reductions (3 points):** Projects are evaluated on projected and relative emission reductions.

**Environmental Disadvantage (1 point):** Projects receive points if they are planned for a Justice40 area designated as having vulnerability to either climate change or legacy pollution.

**Building Material/Energy Reduction (1 point):** Projects are reviewed for use of sustainable materials and responsible waste disposal practices, or reduced energy usage.

EXHIBIT 18:  
METRA’S INVESTMENT PRIORITIZATION CRITERIA WEIGHTING (100 point scale)



After scoring all capital project requests against the investment prioritization criteria, a funding criticality evaluation is conducted. This evaluation filters projects based on the agency's established needs and ensures that logical capital projects proceed even if a project scores lower against the investment prioritization criteria. The process is referred to as Prioritization Round 1, and the projects are reviewed as follows:

### Is the project

1. Required to meet a mandate and regulatory compliance?
2. Part of our core capital renewal activities?
3. A current obligation or an active contract?
4. Have financial commitments, including matching funds for grants?
5. Part of an upcoming Metra contract?

Prioritization Round 2 assigns funds to the projects identified as meeting one or more funding criticality evaluation measures. The remaining funding is then programmed to continue ongoing projects and to initiate new capital projects that score the highest against the investment prioritization criteria. Metra revises its investment prioritization process annually to capture recent legislation, formal guidance from grantors, and the agency's most recent data.

Throughout this effort, the types of capital funding sources and the amounts available in each fiscal year is a critical consideration. Capital sources available to Metra and discretionary grants earned by Metra must be programmed in a particular year to projects eligible to utilize the funding source type. Additional considerations include how a program aligns with other planned infrastructure improvements and whether it is responsive to new laws or administrative rules set by the RTA, the State of Illinois, and the federal government and its various agencies.

RTA's *Invest in Transit* strategic plan adopted capital project evaluation guidance for capital project investments as well as core requirements for Metra, CTA, and Pace to consider during the program development process. State law requires that transit service boards grade capital projects against seven categories. RTA's guidance added five additional categories, bringing the total to 12. RTA requires the service boards to advance two core requirements (Achieve Accessibility and Improve Equity) by allocating on average 20% of funds across the five-year plan to projects that achieve these requirements.

The service boards are charged with grading all projects in the five-year program against RTA's 12 categories. The grading method requires the assignment of an "A" grade to projects that strongly meet a category's goals, a "B" for projects that generally meet the goals, and a "C" for projects that do not have a strong connection to the category. Some projects may also be marked as "not applicable."

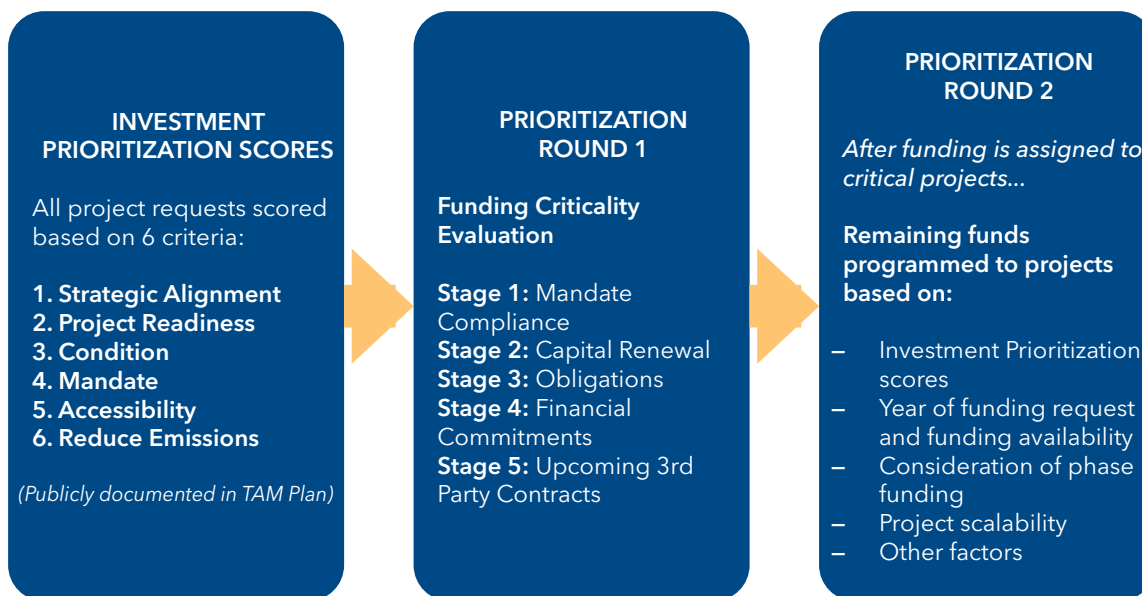
The RTA evaluation categories are:

1. Access to key destinations
2. Racial equity and mobility justice
3. Economic development
4. Reliability improvement
5. Capacity needs
6. Safety
7. State of good repair
8. Climate impact
9. Customer experience
10. Accessibility for people with disabilities
11. Meet regulatory requirements
12. Impact on operating costs

Note that RTA's capital project evaluation guidance is supplemental to Metra's investment prioritization process and is used as an additional evaluation tool after Metra has selected the list of projects for inclusion in its five-year plan.

Once a capital program is drafted, it is submitted to Metra's executive team for review and concurrence. Throughout the program development process, Metra's senior and executive leadership provide comments or directives on project funding at numerous points in the program development cycle.

EXHIBIT 19:  
METRA'S INVESTMENT PRIORITIZATION PROCESS



## Capital Program

After review by Metra's executive leadership, the preliminary capital program is presented to the Metra Board of Directors. The Metra Board reviews the program and provides comments to staff before releasing the proposed program for public comment in October as part of the annual budget process. The proposed program is also presented to Metra's Citizens Advisory Board.

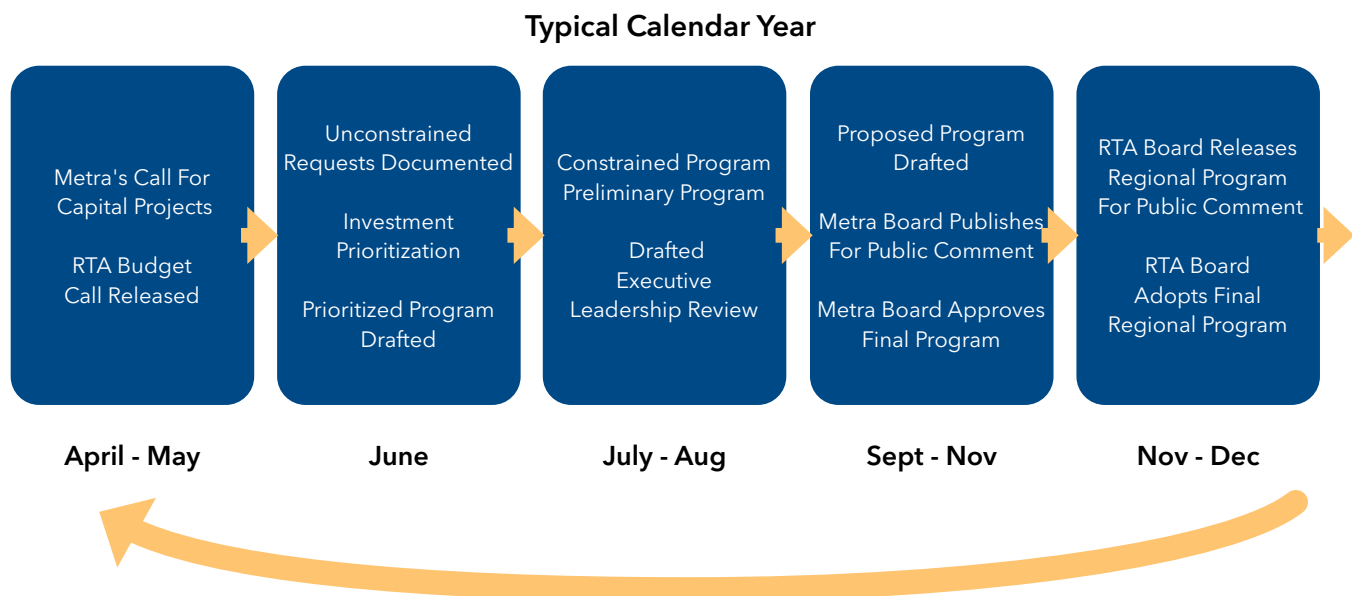
Members of the public may submit comments by mail, email, or during virtual and in-person public hearings that take place annually in November. Dates for the 2025 Program and Budget hearings can be found in the **Appendices, page x**.

Metra also meets with stakeholders across Metra's six-county service area. Comments provided by stakeholders and the public are incorporated into the final capital program to the extent practical before Metra's Board reviews and adopts the final program in November.

Metra's capital program is combined with the five-year programs developed by CTA and Pace and then is subject to the RTA's public hearing process providing the public, elected officials, advocacy groups, and civic organizations with additional opportunities to influence the regional program. The RTA Board of Directors reviews the regional capital program and votes on the final program in December as part of the annual budget process. **Exhibit 20** provides an overview of the Capital Program development timeline.

EXHIBIT 20:

### METRA'S PROGRAM DEVELOPMENT PROCESS (2025-2029 CAPITAL PROGRAM)









# 2025-2029 CAPITAL PROGRAM FUNDING

## OVERVIEW

### Capital Funding Consistently Insufficient

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 the 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 is to rehabilitate and replace bridges. Yet, the 2025-2029 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 the agency 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 \$8 billion to improve assets across the system since 1984, Metra's SGR backlog stands at approximately \$12.1 billion.

## SOURCES

### FTA Federal Formula: 5307 - Urbanized Area & 5337 - State of Good Repair

The most reliable and significant capital funding source in Metra's capital budgets is FTA's federal formula funds, which are allocated annually to Metra and other transit agencies. FTA formula funding has been inadequate over the years when considering the size and age of Metra's system. 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.

Section 5307 of the federal transportation authorization laws funds the "Urbanized Area" program. Section 5337 of the federal transportation authorization laws funds the "State of Good Repair" program. Urbanized Area and State of Good Repair funds are distributed by the FTA and apportioned to metropolitan regions based on legislative formulas. FTA allocates these sources to a larger region that spans beyond Metra's service territory and into northwest Indiana and southeast Wisconsin. RTA reviews the FTA apportionments each year and divides funds to Metra, CTA, and Pace as well as a small percentage to the authorities in the neighboring states.

Federal law restricts the use of these funds for certain activities and requires all FTA-funded projects to adhere to the National Environmental Policy Act (NEPA), the Americans with Disabilities Act (ADA), and Build America, Buy America Act (BABA) among numerous other restrictions. FTA formula funds may be used to support a variety of activities including but not limited to planning, engineering, replacing assets, acquiring assets, overhauling transit vehicles, crime prevention and security equipment, maintenance of facilities, improving guideway systems, workforce development activities, and other activities.

### **Flexible / Discretionary**

Metra staff have been diligently working to earn competitive discretionary grant awards, and we have successfully secured more than \$550 million of additional capital funds over the past five years, nearly \$300 million of which is programmed between 2025 and 2028. Discretionary grants are awarded on a competitive basis, which permits the federal government to exercise judgment, or “discretion,” in selecting the recipient and determining the amount of the award. Discretionary grants must be utilized for a specific project, scope, and activities for which the application requests funding. Discretionary grants often require a local funding “match” to be committed by the applicant (Metra), usually at a rate of 20% of the total project cost.

Metra earned two Congestion Mitigation & Air Quality (CMAQ) discretionary grants from the federal program that is administered locally by the Chicago Metropolitan Agency for Planning (CMAP). The two new CMAQ grants that are in the five-year capital program horizon are programmed in 2025, 2027, and 2028 for the zero-emissions trainsets project and in 2027 for the battery locomotive project. Additionally, an FTA Rail Vehicle Replacement Program (RVR) discretionary grant totaling \$100 million is programmed in 2026 and will be used to purchase new railcars.

### **State and Local Funds**

Over the past few years, the state of Illinois and the federal government have recommitted to transit investment. In 2019, Rebuild Illinois was signed into law and created the PAYGO funding stream. PAYGO funds are generated by sales taxes, primarily a gasoline tax, that collects revenue from across the state and allocates funds to transportation projects. Boosted by favorable sales tax revenues, the PAYGO funding source has increased to provide Metra with nearly \$89 million in 2025 and is projected to rise modestly each year.

From 1985 through 2019, Metra transferred operating funds annually to capital, either by dedicated fare increases or by transferring surpluses. These transfers helped fund additional capital projects and provided the local funds needed to match federal grants when federal and state funding were insufficient. During the COVID-19 pandemic and the current recovery period, Metra has not generated surpluses through normal operations and has used COVID-relief funds to cover operating funding shortfalls. Such transfers must be included in the capital program as a funding source and are designated as Metra capital (MetCap).

Assuming sufficient additional operating funding, Metra's budgets, starting in 2026, propose generating a \$60 million surplus per year that would then be transferred from operating to capital. The availability of these transferred funds, which are considered local funds, will be critical to Metra's ability to compete for discretionary grant opportunities or obtain financing for projects like the bridge improvement program or other transformative projects such as the Rock Island Intercity Improvement Project and the A2 Flyover. It also improves our ability to make progress on our State of Good Repair backlog, which is over \$12.1 billion. While only shown for 2026 and 2027, Metra anticipates the \$60 million will need to be allocated in each future year to help advance our bridge program and fund transformative initiatives.

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 10 years and five years, respectively.

### **RTA Funds**

One additional routine funding source, established 16 years ago, is the RTA's Innovation, Coordination, and Enhancement (ICE) program. Each year, RTA provides Metra, CTA, and Pace with a three-year ICE funding estimate, which the transit agencies can use as either operating or capital funds, or both. Metra has typically capitalized the ICE funds as they are a flexible source that can be used as a local funding match to discretionary grants. Recently Metra has chosen to use these funds to purchase efficient fleet vehicles and police cars that are either hybrid or fully electric. In 2025, RTA ICE funds will again be programmed to purchase hybrid police cars, fleet vehicles, and fully electric work equipment.

### **Long-Term Capital Funding Outlook**

Assuming the annual capital funding amounts maintain status quo with the 2025-2029 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.

## 2025-2029 CAPITAL PROGRAM

### OVERVIEW

In August 2024, the RTA Board of Directors approved regional funding marks for 2025 through 2029, which are subject to annual revisions. Metra should expect to receive \$1.245 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 sales tax revenues, and is expected to total \$446 million across five years. At least \$20 million in RTA ICE funds are expected in 2025, 2026, and 2027. Metra earned two CMAQ grants totaling \$198 million in the five-year capital program horizon. These CMAQ grants are programmed in 2025, 2027, and 2028 for the zero-emissions trainsets project and in 2027 for the battery locomotive project. An FTA Rail Vehicle Replacement (RVR) discretionary grant totaling \$100 million is programmed in 2026 to purchase new railcars.

In total, the 2025-2029 Capital Program includes \$2.129 billion from capital sources to fund projects over the next five years. While the five-year funding sources are significant, Metra's cumulative state of good repair needs continues to outpace available capital funding sources. Metra staff and executive leadership will continue to seek additional funding sources.

Several major multiyear capital investment initiatives continue to take priority in Metra's five-year capital program. Five projects are programmed with more than \$982.1 million or 46%, of the available capital sources between 2025 and 2029:

- New railcars: \$400.4 million for the purchase of modern bi-level railcars
- Zero-emissions trainsets: \$205.9 million, the majority of which is CMAQ-grant funded, will procure 16 modern two-car trainsets that will be fully battery-electric powered
- Car rehabilitation (Nippon Sharyo HL2): \$137.8 million for the next phase of Metra's in-house 'Highliner' railcar overhaul program
- Car rehabilitation (Amrail Midlife Rehabilitation): \$118 million to complete a life-extending rehabilitation of Amrail vehicles under Metra's in-house railcar overhaul program
- Bridge improvement program: \$120 million to fund the final design and construction of Metra's highest priority bridge rehabilitation and reconstruction projects

## EXHIBIT 21:

**METRA CAPITAL PROGRAM SOURCES 2025-2029**

(\$ in millions)

Capital Funding Sources	2025	2026	2027	2028	2029	2025-2029
FTA 5307	\$102.3	\$103.3	\$106.2	\$107.3	\$108.4	\$527.4
FTA 5337	140.1	141.5	144.0	145.5	146.9	717.9
<b>FTA Federal Formula</b>	<b>\$242.3</b>	<b>\$244.8</b>	<b>\$250.2</b>	<b>\$252.7</b>	<b>\$255.3</b>	<b>\$1,245.3</b>
CMAQ	29.0	-	50.0	119.3	-	198.3
FTA RVR	-	\$100.0	-	-	-	\$100.0
<b>Flexible / Discretionary</b>	<b>\$29.0</b>	<b>\$100.0</b>	<b>\$50.0</b>	<b>\$119.3</b>	<b>\$0.0</b>	<b>\$298.3</b>
PAYGO	88.6	88.6	89.6	89.6	89.6	446.0
<b>MetCap</b>	<b>-</b>	<b>\$60.0</b>	<b>\$60.0</b>	<b>-</b>	<b>-</b>	<b>\$120.0</b>
<b>State and Local Funds</b>	<b>88.6</b>	<b>148.6</b>	<b>149.6</b>	<b>89.6</b>	<b>89.6</b>	<b>566.0</b>
RTA ICE	6.5	6.7	6.9	-	-	20.0
<b>RTA Funds</b>	<b>6.5</b>	<b>6.7</b>	<b>6.9</b>	<b>0.0</b>	<b>0.0</b>	<b>20.0</b>
<b>2025 CAPITAL SOURCES</b>	<b>\$366.4</b>	<b>\$500.0</b>	<b>\$456.7</b>	<b>\$461.7</b>	<b>\$344.9</b>	<b>\$2,129.7</b>

NOTE: RTA provides marks for ICE funds for 3 years, and RTA ICE funds are expected to be available in 2028, 2029, and beyond. May not total due to rounding.



## EXHIBIT 22:

**2025 CAPITAL PROGRAM USES**

(\$ in millions)

Asset Category	2025	2026	2027	2028	2029	2025-2029
<b>Rolling Stock</b>						
Locomotive Improvements	\$6.3	\$5.2	\$3.2	\$3.5	\$3.5	\$21.7
Car Rehabilitation	52.0	52.6	56.0	60.0	60.0	280.6
New Locomotives	29.0	6.7	73.2	119.3	16.1	244.3
New Rolling Stock	0.0	100.0	117.6	145.0	37.8	400.4
Fleet Component Overhaul	6.5	7.0	7.0	7.0	5.0	32.5
<b>Rolling Stock Subtotal</b>	<b>\$93.8</b>	<b>\$171.4</b>	<b>\$257.0</b>	<b>\$334.8</b>	<b>\$122.4</b>	<b>\$979.5</b>
<b>Bridges, Track &amp; Structure</b>						
Ties and Ballast	33.5	19.1	14.6	15.0	26.4	108.7
Rail Renewal	14.6	13.1	7.0	8.8	15.8	59.2
Crossings (Road and Track)	5.9	7.7	5.5	5.0	8.7	32.7
Bridges & Retaining Walls	46.2	112.9	75.1	16.1	46.6	297.0
Structural Upgrades	1.6	1.4	1.3	1.1	2.0	7.4
<b>Bridges, Track &amp; Structures Subtotal</b>	<b>\$101.8</b>	<b>\$154.3</b>	<b>\$103.6</b>	<b>\$45.9</b>	<b>\$99.4</b>	<b>\$505.0</b>
<b>Signals, Electrical &amp; Communications</b>						
Signal System	10.6	6.5	4.9	5.6	8.1	35.7
Interlockings	10.8	16.0	4.5	5.0	22.1	58.4
Electrical Systems	17.8	22.1	6.8	7.4	5.7	59.8
<b>Signals, Electrical &amp; Communications Subtotal</b>	<b>\$39.2</b>	<b>\$44.6</b>	<b>\$16.2</b>	<b>\$18.0</b>	<b>\$36.0</b>	<b>\$153.9</b>
<b>Facilities &amp; Equipment</b>						
Yard Improvements	42.9	19.1	3.9	4.6	23.9	94.5
Building Improvements	3.4	12.7	0.6	2.0	9.3	27.9
Equipment & Vehicles	10.7	3.5	0.7	0.3	3.0	18.0
<b>Facilities &amp; Equipment Subtotal</b>	<b>\$57.0</b>	<b>\$35.3</b>	<b>\$5.1</b>	<b>\$6.8</b>	<b>\$36.2</b>	<b>\$140.4</b>
<b>Stations &amp; Parking</b>						
Stations & Parking	34.1	48.9	47.2	34.3	22.1	186.7
ADA Improvements	0.8	6.7	1.6	2.1	2.2	13.4
<b>Stations &amp; Parking Subtotal</b>	<b>\$34.9</b>	<b>\$55.6</b>	<b>\$48.8</b>	<b>\$36.4</b>	<b>\$24.4</b>	<b>\$200.0</b>
<b>Support Activities</b>						
Technical Studies	5.0	6.2	6.1	9.5	11.0	37.8
Project Administration	33.7	31.5	18.7	9.3	13.3	106.5
Contingencies	1.0	1.1	1.2	1.0	2.2	6.5
<b>Support Activities Subtotal</b>	<b>\$39.8</b>	<b>\$38.8</b>	<b>\$26.1</b>	<b>\$19.7</b>	<b>\$26.5</b>	<b>\$150.9</b>
<b>Total Capital Uses</b>	<b>\$366.4</b>	<b>\$500.0</b>	<b>\$456.7</b>	<b>\$461.7</b>	<b>\$344.9</b>	<b>\$2,129.7</b>

NOTE: May not total due to rounding

### 2025 CAPITAL PROGRAM

Metra's 2025 Capital Program allocates \$366.4 million to 108 projects. A majority of 2025 capital funds are derived from the FTA federal formula sources, totaling \$242.3 million. In May 2024, the CMAQ Committee permitted Metra to reallocate \$29 million of 2025 CMAQ funds that were originally awarded to Metra's battery locomotive project to the zero-emission trainsets project (2027 CMAQ funds will be programmed for battery locomotives). RTA marks allocate \$88.6 million of PAYGO funds to Metra, a \$15 million increase from original projections. This is the fifth year of this new funding source created by the state of Illinois. Metra will receive \$6.5 million in 2025 from the RTA's Innovation, Coordination & Enhancement (ICE) program.

Metra's 2025 Capital Program summary tables are found on **pages 62-63**. Project descriptions are found on **pages 66-82**.

### ROLLING STOCK

Metra has some of the oldest railcars of any transit agency in the nation, but that is changing. A multipronged effort is underway to modernize the fleet and retire railcars that entered service between 1953 and 1979.

In 2021, Metra contracted with Alstom to build at least 200 new bi-level railcars. The new vehicles will have easier boarding with fewer steps, an updated cabin design with accessible seating areas and bike storage, as well as improved safety features. In 2024, Metra became the first in the nation to contract for battery-electric passenger rail vehicles that will not require wayside or catenary power. Metra's zero-emission trainsets are being designed to meet the needs of a transition towards a regional rail service model and should provide more flexible and efficient operations.

Metra's in-house railcar rehabilitation program extends the useful life of railcars by 16 years and ensures the vehicles will be safe, reliable, and comfortable for our riders. Rehabilitation

programs extend our railcars' useful life, improve the railcar's reliability and condition, and improve amenities such as seating, lighting, climate control, bathroom facilities, and electrical outlets. The program employs more than 100 dedicated craftspeople on the South Side of Chicago and allows Metra to rebuild railcars for a fraction of the cost of outsourcing. In 2025, the program will fund three railcar rehabilitation programs and various investments in our revenue service fleet.

The 2025 program allocates \$93.8 million to the Rolling Stock asset category.

### BRIDGES, TRACK & STRUCTURES

Bridges, tracks, and structures are the foundation of the Metra system. Metra has 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 is critical to maintaining safe operating conditions, service reliability, and the on-time performance our customers deserve and have come to expect.

The 2025 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 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 2025 program allocates \$101.8 million to the Bridges, Track & Structure asset category.

## SIGNAL, ELECTRICAL & COMMUNICATIONS

Signal, electrical, and communications systems, such as PTC, are vital to safe railroad operations. Metra is responsible for maintaining approximately 2,000 wayside signals. The 2025-2029 capital program pivots investments towards replacing aging interlockings, providing funds for nine interlockings, across the system.

Construction will continue along the Metra Electric Line in downtown Chicago as Metra and the Northern Indiana Commuter Transportation District (NICTD) work to add another track and several signal enhancements between Van Buren Street and Millennium stations. Various investments to maintain the train signal, electric power supply, and telecommunications components will be funded in 2025.

The 2025 program allocates \$39.2 million to the Signal, Electrical, & Communications asset category.

## FACILITIES & EQUIPMENT

Metra has 24 rail yards and seven maintenance facilities as of 2024 and intends to explore the acquisition of additional facilities to allow Metra to enhance its rail service. The 2025 program will invest in various upgrades to yard facilities and buildings and the rail yards supporting the BNSF Line. Preliminary engineering phase funding is programmed for five projects that address critical needs, such as new roofs, heating and ventilation systems, and facility rehabilitation.

Metra is investing in its workforce with several crew facility projects already underway and design phase activities on others planned to begin in 2025. Final design for the replacement of the 18th Street Multiple-Unit (MU) shop roof will proceed in early 2025.

The 2025 program allocates \$57 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 multiple station improvement and reconstruction projects currently underway. Metra staff are working on station projects at all points in the project life cycle, including project definition, concept design, environmental review, preliminary engineering, final design, public bid advertisement, and construction. In 2025, funding is provided for 15 new station improvement projects.

Making the Metra system more accessible remains a major focus in 2025. Metra will continue to upgrade stations, address necessary repairs, add climate-controlled and ADA-compliant warming shelters, and improve worn boarding platforms.

The 2025 program allocates \$34.9 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. A new Labor Apprenticeship & Development program is funded in 2025 and will build upon the current workforce improvement efforts. Investing in our staff and support activities allows Metra to streamline project development, design engineering, and other preconstruction activities intended to build infrastructure in a time-efficient manner.

The 2025 program allocates \$39.8 million to the Support Activities asset category.

## EXHIBIT 23:

## 2025 CAPITAL PROGRAM BY ASSET CATEGORY &amp; PROJECT

PE #	Project Name	RR	Source	2025 Program
<b>Rolling Stock</b>				
5010	Car And Locomotive Cameras	MET	FTA 5307	\$2,000,000
5204	Locomotive Rehabilitation	MET	FTA 5337	4,225,000
5207	Car Rehab (Nippon Sharyo)	MET	PAYGO	14,000,000
5505	PTC Renewal (Mechanical)	MET	FTA 5307	500,000
5605	Zero-Emissions Trainsets	MET	CMAQ	29,024,137
5804	Car Rehab (Amrail Midlife Rehab)	MET	FTA 5307	6,500,000
5804	Car Rehab (Amrail Midlife Rehab)	MET	FTA 5337	275,000
5804	Car Rehab (Amrail Midlife Rehab)	MET	PAYGO	9,225,000
5809	Car Rehab (Nippon Sharyo HL2)	MED	FTA 5307	8,800,000
5809	Car Rehab (Nippon Sharyo HL2)	MED	FTA 5337	13,200,000
5901	Traction Motors	MET	FTA 5337	250,000
5902	Locomotive and Car Improvements	MET	FTA 5307	1,800,000
5903	Wheel Replacement	MET	FTA 5307	4,000,000
<b>Rolling Stock Subtotal</b>				<b>\$93,799,137</b>
<b>Bridges, Track &amp; Structures</b>				
4739	Bridge 275-Old 96th Ave	RID	PAYGO	6,655,000
4840	UP North Rebuild	UPR	FTA 5307	1,000,000
5442	Bridge A318	MWD	FTA 5307	2,150,000
5442	Bridge A318	MWD	FTA 5337	4,350,000
5444	Catenary Structure Rehabilitation	MED	FTA 5337	1,611,000
5445	CREATE EW-2 Bridge Lift	RID	PAYGO	4,600,000
5629	Rock Island Intercity Improvements (RI3)	RID	PAYGO	4,000,000
5641	Bridge 86 - 78th St Entrance	RID	PAYGO	7,200,000
5841	Bridge Rehabilitation Program	MET	PAYGO	3,310,000
5842	Bridge Replacement Program	MET	PAYGO	6,600,000
5911	Ties, Ballast, & Switches-BNSF	BNS	FTA 5307	575,000
5911	Ties, Ballast, & Switches-BNSF	BNS	FTA 5337	3,400,000
5912	Ties & Ballast-MET	MET	PAYGO	14,652,500
5913	Ties & Ballast-UPR	UPR	FTA 5307	5,000,000
5913	Ties & Ballast-UPR	UPR	FTA 5337	7,000,000
5916	Undercutting & Surfacing-MET	MET	FTA 5337	2,900,000
5920	Rail Renewal-BNSF	BNS	FTA 5337	2,100,000
5921	Rail Renewal-ME	MED	FTA 5337	2,560,000
5922	Rail Renewal-MWD	MWD	FTA 5337	2,670,000
5923	Rail Renewal-RI	RID	FTA 5337	1,900,000
5924	Rail Renewal-UPR	UPR	FTA 5307	1,350,000
5925	Crossings (Road & Track)-ME	MED	FTA 5337	1,584,000
5926	Crossings (Road & Track)-MWD	MWD	FTA 5337	1,890,000
5927	Crossings (Road & Track)-RID	RID	FTA 5337	1,800,000
5928	Crossings (Road & Track)-UPR	UPR	FTA 5307	585,000
5930	Bridges & Retaining Walls-BNSF	BNS	FTA 5337	3,500,000
5931	Bridges & Retaining Walls-ME	MED	FTA 5337	2,200,000
5932	Bridges & Retaining Walls-MWD	MWD	FTA 5337	1,350,000
5933	Bridges & Retaining Walls-RI	RID	FTA 5337	1,980,000
5934	Bridges & Retaining Walls-UPR	UPR	FTA 5307	1,350,000
<b>Bridges, Track &amp; Structures Subtotal</b>				<b>\$101,822,500</b>

PE #	Project Name	RR	Source	2025 Program
<b>Signal, Electrical &amp; Communications</b>				
4746	Impedance Bonds	MED	FTA 5307	\$960,000
5251	ME & NICTD Bi-Directional Signals	MED	FTA 5307	500,000
5554	Switch Layout Standards	MET	FTA 5307	1,620,000
5557	MED Improvements	MED	FTA 5307	4,000,000
5559	Systemwide Cameras	MET	FTA 5307	1,340,000
5561	Networking Equipment	MET	FTA 5337	500,000
5651	PTC Renewal (Engineering Dept)	MET	FTA 5307	590,860
5652	Centralized Train Control Upgrade	MET	FTA 5307	915,000
5652	Centralized Train Control Upgrade	MET	FTA 5337	2,247,500
5658	Communications Improvements	MET	FTA 5337	3,100,000
5750	Crossing Inventory Management System	MET	FTA 5337	130,000
5754	Homewood Substation	MED	FTA 5307	1,200,000
5757	DC & AC Switchgear Replacement	MED	FTA 5307	250,000
5758	Power Distribution System Monitoring	MED	FTA 5307	1,150,000
5854	Randolph St Interlocking	MED	PAYGO	2,775,000
5855	Signal Interlocking Microprocessors	MET	FTA 5307	2,800,000
5876	Automatic Equipment ID Readers	MET	FTA 5337	460,000
5940	Signal System Upgrades-ME	MED	FTA 5337	1,500,000
5941	Signal System Upgrades-MWD	MWD	FTA 5337	1,500,000
5942	Signal System Upgrades-RID	RID	FTA 5337	1,500,000
5943	Signal System Upgrades-UPR	UPR	FTA 5307	910,000
5944	Richton Yard Interlocking Renewal	MED	FTA 5307	710,000
5945	A2 Interlocking	MED	FTA 5307	500,000
5947	Crystal Lake Signal Renewal	UPR	FTA 5307	2,500,000
5949	Battery Electric Train Infrastructure	MET	FTA 5307	1,500,000
5950	Operational Tech-Design Standards	MET	FTA 5337	500,000
5951	Metra Police Communications Upgrades	MET	PAYGO	3,500,000
<b>Signal, Electrical &amp; Communications Subtotal</b>				<b>\$39,158,360</b>
<b>Facilities and Equipment</b>				
4992	Hybrids & Alternative Fuel Vehicles	MET	RTA ICE	5,473,000
5062	Automatic Passenger Counters	MET	RTA ICE	1,000,000
5274	Cybersecurity Systems	MET	FTA 5307	400,000
5765	BNSF Yard Power Transformers	BNS	FTA 5337	3,485,000
5771	Protective Asset Acquisition	MET	FTA 5307	30,100,000
5774	Engineering Cyber Security Systems	MET	FTA 5307	600,000
5865	Crew Facilities-LaSalle Street	RID	FTA 5307	190,000
5874	Fuel Storage Tank Upgrades	MET	FTA 5307	400,000
5955	Yard Improvements-BNS	BNS	FTA 5337	3,200,000
5956	Yard Improvements-ME	MED	FTA 5337	1,380,000
5957	Yard Improvements-MWD	MWD	FTA 5337	1,620,000
5958	Yard Improvements-RID	RID	FTA 5337	1,540,000
5959	Yard Improvements-UPR	UPR	FTA 5307	425,000
5960	Crew Facilities-Blue Island Yard Bldg	MED	FTA 5307	750,000
5961	Roof Rehab-18th St MU Shop	MED	PAYGO	600,000
5962	Building Imp-Western Ave B1	MWD	FTA 5307	1,000,000
5963	Building Imp-47th St Yard-Exhaust	RID	FTA 5307	420,000
5964	Right of Way Fencing	MET	FTA 5307	500,000
5965	Wheel Truing Machines	MET	FTA 5307	150,000
5966	Vehicles & Equipment	MET	FTA 5337	2,250,000
5967	HazMat Storage Systems	MET	FTA 5307	250,000
5968	Fall Protection Systems	MET	FTA 5307	250,000
5969	Ballast Rail Car Upgrades	MET	FTA 5337	750,000
5970	Office Equipment	MET	FTA 5307	250,000
<b>Facilities &amp; Equipment Subtotal</b>				<b>\$56,983,000</b>



PE #	Project Name	RR	Source	2025 Program
<b>Stations and Parking</b>				
5475	Systemwide Station Sign Replacement	MET	FTA 5337	\$720,000
5479	Shelters	MET	FTA 5337	1,000,000
5487	West Hinsdale Station	BNS	FTA 5337	465,000
5689	Kenilworth Station	UPR	FTA 5337	750,000
5784	Forest Glen Station	MWD	FTA 5337	1,390,000
5787	Chicago Union Station	MET	PAYGO	2,500,000
5883	Pingree Road Station	UPR	FTA 5337	2,415,000
5885	Edgebrook Station	MWD	PAYGO	400,000
5886	O'Hare Station-Ped Improvements	MWD	PAYGO	187,500
5975	Cicero Station	BNS	PAYGO	1,040,000
5976	Riverside Station	BNS	FTA 5337	400,000
5977	Highlands Station	BNS	FTA 5337	455,000
5978	Van Buren Street Station Improvements	MED	PAYGO	2,500,000
5979	115th Street/Kensington Station	MED	FTA 5337	2,300,000
5980	Platform Improvements	MET	FTA 5337	500,000
5981	Systemwide Station Improvements	MET	FTA 5337	1,000,000
5982	Parking Lot Improvements	MET	FTA 5337	1,785,000
5983	Riverdale Station	MED	FTA 5337	3,100,000
5984	Ivanhoe Station	MED	FTA 5307	1,700,000
5985	Matteson Station	MED	FTA 5337	2,300,000
5986	West Pullman Station	MED	FTA 5337	1,000,000
5987	LaSalle Street Station	RID	FTA 5307	1,000,000
5988	Indian Hill Station	UPR	FTA 5337	2,300,000
5989	Braeside Station	UPR	FTA 5337	400,000
5990	Kedzie Station	UPR	PAYGO	3,250,000
<b>Stations and Parking Subtotal</b>				<b>\$34,857,500</b>



PE #	Project Name	RR	Source	2025 Program
<b>Support Activities</b>				
5489	Program Management	MET	FTA 5307	3,675,000
5489	Program Management	MET	FTA 5337	24,525,000
5890	Capital Delivery Support Contracts	MET	FTA 5337	1,825,000
5890	Capital Delivery Support Contracts	MET	PAYGO	825,000
5994	Infrastructure Engineering	MET	FTA 5307	1,000,000
5994	Infrastructure Engineering	MET	FTA 5337	4,000,000
5997	Labor Apprenticeship & Development	MET	FTA 5307	1,150,000
5997	Labor Apprenticeship & Development	MET	PAYGO	740,000
5998	Project Administration	MET	FTA 5307	500,000
5998	Project Administration	MET	FTA 5337	500,000
5999	Contingencies	MET	FTA 5307	500,000
5999	Contingencies	MET	FTA 5337	537,684
<b>Support Activities Subtotal</b>				<b>\$39,777,684</b>
<b>2025 Capital Uses</b>				<b>\$366,398,181</b>

#### 2025 Capital Funding Sources

Funding Source Description	Code	2025 Sources
Section 5307 - Urbanized Area	FTA 5307	102,265,860
Section 5337 - State of Good Repair	FTA 5337	140,075,184
Climate Mitigation & Air Quality	CMAQ	29,024,137
State Pay As You Go	PAYGO	88,560,000
RTA Innovation, Coordination & Enhancement	RTA ICE	6,473,000
<b>2025 Capital Sources</b>		<b>\$366,398,181</b>











## 2025 CAPITAL PROJECT DESCRIPTIONS

### ROLLING STOCK

#### 5010 - Car and Locomotive Cameras, MET

This project involves the purchase of a digital video recording (DVR) system to replace the 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 maintain recordings captured in the passenger areas of cars. (\$2,000,000)

#### 5204 - Locomotive Rehabilitation, MET

Life-extending rebuilds of diesel-electric locomotives used to pull or push commuter cars will be completed under this project. Project activities include overhauling traction motors and traction alternators, rebuilding turbochargers, overhauling auxiliary generators and head-end power alternators, and other traction power components. Funds will be used for third-party contracts, material purchases, change orders and cost variances, force account charges, liens as required

## 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

by FTA audit and oversight activities. (\$4,225,000)

#### 5207 - Car Rehabilitation (Nippon Sharyo), MET

This project involves the midlife rehabilitation of bi-level trailer and cab cars built and delivered by Nippon Sharyo Corporation between 2002 and 2008. This is the first major rehabilitation of these railcars and will be performed in multiple phases. Metra's in-house rail car rehabilitation program is a cost-effective way to maintain railcars and provides good-paying jobs in Illinois. The scope of the midlife rehabilitation includes repair of critical safety components and updates to accessibility elements that align with current ADA standards for transit rail cars. (\$14,000,000)

#### 5505 - PTC Renewal (Mechanical), MET

This project funds the second phase of PTC providing for the update of onboard equipment and parts in locomotives and cab cars that communicate with the guideway PTC system. Aging PTC components cause delays and impact schedule adherence. This is a multiyear, multiphase project that will ensure the PTC system is operational and upgraded to the most recent and reliable components. (\$500,000)

#### 5605 - Zero-Emission Trainsets, MET

This project advances Metra's investment in innovative, cleaner energy locomotives through the procurement of multiple-unit zero-emission trainsets. This multiyear, multiphase project will acquire battery-electric trainsets. Metra

is working to be among the first passenger rail agencies to purchase and operate self-propelled trainsets that do not require the construction and maintenance of wayside power. Metra estimates that replacing one old diesel locomotive with a zero-emission locomotive will reduce nitrogen oxide emissions by more than 30 tons per year. (\$29,024,137)

**5804 - Car Rehab (Amerail Midlife Rehab), MET**

This project funds the continued rehabilitation of gallery cars used on the Metra diesel lines. The cars were delivered between 1995 and 1997. This second rehabilitation may include the repair of the car body structure, interior components, and running gear systems. The scope includes repair of critical safety components and update accessibility elements to align with ADA standards for transit rail cars. (\$16,000,000)

**5809 - Car Rehab (Nippon Sharyo HL2), MET**

This project funds the continued rehabilitation of self-propelled electric cars used on the Metra Electric Line. The cars were delivered between 2012 and 2016. This first rehabilitation may include repair of the car body structure and interior components, and overhaul of propulsion control systems. The scope includes repair of critical safety

components and updates to accessibility elements that align with current ADA standards for transit railcars. (\$22,000,000)

**5901 - Traction Motors, MET**

This project funds the overhaul of locomotive traction motors and traction alternators. The project also includes the overhaul of auxiliary generators and head-end-power (HEP) alternators. A basic overhaul is required to return these motors to an acceptable level of performance. The overhauled equipment will be used on locomotives operated on railroads either owned or operated by Metra. (\$250,000)

**5902 - Locomotive and Car Improvements, MET**

This project involves various improvements to diesel-hauled and electric commuter cars and locomotives. The project also involves the purchase of a new digital video recording system and other components which 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 HL2 overhaul program. (\$1,800,000)

**5903 - Wheel Replacement, MET**

This project funds 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)

## **BRIDGES, TRACK & STRUCTURES**

**4739 - Bridge 275-Old 96th Ave, RID**

This project funds the construction phase of the replacement of Bridge 275-96th Avenue. The bridge, at milepost 27.5 on Metra's Rock Island Line, was first built in 1929. The bridge deck and structure need to be replaced to achieve a state of good repair and maintain safe operating conditions. (\$6,655,000)

**4840 - UP North Rebuild, UPR**

Funding this year supports the construction phase of the project to remove 11 Union Pacific North Line bridges in the City of Chicago. The bridges will be replaced with single-span bridges designed with three through-plate girders and new abutments. Nearly 2 miles of retaining walls will also be replaced and several miles of track, ties, and ballast will be installed. The construction will be staged and phased to ensure that two tracks will remain in



service throughout the project to limit service disruptions. (\$1,000,000)

### **5442 - Bridge A318, MWD**

This project funds the construction phase of a new second-track siding over the North Branch Chicago River at milepost 32.4 in Rondout on the Milwaukee District North Line. A second-track siding will allow for additional train movements through the Fox Lake Subdivision, which runs northwest of Rondout and includes seven stations. The project will increase capacity for train service on the line.

This is a multiyear project that works in concert with the separate improvement projects nearing completion, including the Rondout interlocking, the Rondout CP Tri-State track, and the Lake Forest crossovers.

(\$6,500,000)

### **5444 - Catenary Structure Rehabilitation, MED**

This project involves the ongoing rehabilitation of various catenary structures on the Metra Electric Line. This work involves refurbishing structural steel, improving walkways, replacing alternating current cross-arms, and rehabilitating concrete foundation pedestals. Specific project activities will depend on the results of condition assessments and the availability of track time to schedule work. (\$1,611,000)

### **5445 - CREATE EW-2 Bridge Lift, RID**

This project involves raising a bridge between 78th Street and 79th Street on Metra's Rock Island Line and is a necessary component of the new Auburn Park Station project. The bridge spans three sets of railroad tracks owned by The Belt Railway of Chicago and Norfolk Southern in Chicago at milepost 8.7. Funding this year supports the construction phase of the project and provides a match to funds provided by others. (\$4,600,000)

### **5629 - Rock Island Intercity Improvements (RI3), RID**

This project will establish a new third main line track on the Rock Island Line as well as various improvements between 17th Street and Joliet. The new third main line track is planned to extend from 17th Street to the new CREATE P2 Interlocking at CP 74th. The project may include new crossovers, bridge rehabilitations, retaining wall rebuilds, modifications to existing stations, and other improvements to facilitate train movements on the new third main track. This project may also include the extension of the 49th Street Yard, new yard facilities, and other improvements to increase operations capacity at the 49th Street Yard. Additional improvements include

signaling and grade crossing improvements from Gresham to Joliet and an improved Joliet station platform for Metra and Amtrak use. 2025 funding will support the final design phase and provide a match to funds provided by others. (\$4,000,000)

### **5641 - Bridge 86 - 78th St Entrance, RID**

Engineering, design, construction, and related services for the replacement of Bridge 86 at milepost 8.62 on the Rock Island Line, which is a necessary component of the new Auburn Park Station project. Bridge 86 dates to 1916 and spans 78th Street in Chicago's Auburn Gresham neighborhood. Contemporary construction methods will allow two-track service to be maintained during the bridge replacement. The new abutment wall at the south end of the bridge will include ground-floor space for a leasable storefront, a new staircase, and an elevator. The elevator and stairs will provide an accessible pathway from 79th Street to the new Auburn Park Station boarding platforms and headhouse. (\$7,200,000)

### **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 bridge rehabilitation projects per year. Projects that advance to the final design and construction phases will be funded under location-specific project numbers as funding becomes available. Specific bridge rehabilitation projects will be determined based on review of annual bridge condition inspections, bridge sufficiency ratings, and other factors that determine which bridges can be improved with a life-extending rehabilitation. (\$3,310,000)

#### **5842 - Bridge Replacement Program, MET**

This ongoing multiyear project will fund the preliminary engineering phase and environmental analyses as required by NEPA for up to five proposed bridge replacement projects per year. Projects that advance to the final design and construction phases will be funded under location-specific project numbers as funding becomes available. Specific bridge replacement projects will be determined based on priority needs, annual bridge condition inspections, bridge sufficiency ratings, and the potential to bundle multiple bridge replacement projects in one procurement. \$6,600,000)

#### **5911 - Ties, Ballast, & Switches-BNS**

##### **5912 - Ties & Ballast-MET**

##### **5913 - Ties & Ballast-UPR**

These projects fund capital renewal activities related to maintaining safe conditions along the right of way, including but not limited to the replacement of track ties, the cleaning or replacement of ballast, and the replacement of switch components and heaters. Periodically replacing ties and ballast is necessary to maintain proper track gauge and surface conditions. These projects fund improvements on the BNSF, Metra Electric, Milwaukee District, Rock Island District, and Union Pacific lines, as well as related rail yard facilities. (\$30,627,500)

#### **5916 - Undercutting & Surfacing-MET**

Track undercutting removes 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 a section of track becomes 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. (\$2,900,000)

#### **5920 - Rail Renewal-BNSF**

##### **5921 - Rail Renewal-MED**

##### **5922 - Rail Renewal-MWD**

##### **5923 - Rail Renewal-RID**

##### **5924 - Rail Renewal-UPR**

Rail conditions are integral to maintaining safe operations and maintaining track speeds and on-time performance. The high density of freight and commuter traffic requires close monitoring and periodic replacement of switches, switch machines, and sections of rail. These projects will fund the refurbishment or replacement of rail and switches across the Metra system. Activities may include the renewal of switch points, the replacement of switch machines and AC heaters, the replacement of turnouts, and the correction of minor rail defects with field welding. (\$10,580,000)

#### **5925 - Crossings (Road & Track)-MED**

##### **5926 - Crossings (Road & Track)-MWD**

##### **5927 - Crossings (Road & Track)-RID**

##### **5928 - Crossings (Road & Track)-UPR**

These projects will provide for the renewal of rail highway grade crossings at various locations across Metra's system. The specific crossings to be renewed will be based on assessments of deterioration and with consideration of local and county roadwork schedules. The work will include the replacement of

cross ties, crossing material, and ballast, as well as the surfacing of the track. (\$5,859,000)

### **5930 - Bridges & Retaining Walls-BNSF**

### **5931 - Bridges & Retaining Walls-MED**

### **5932 - Bridges & Retaining Walls-MWD**

### **5933 - Bridges & Retaining Walls-RI**

### **5934 - Bridges & Retaining Walls-UPR**

Bridges and retaining walls at various locations throughout Metra's system will be repaired or rehabilitated to prevent structural issues. Project funds proactively address deterioration that can result in the destabilization of the roadbed, track shifting, and slow orders. Bridge improvements may include the rehabilitation of wing walls, addressing cracked bearing blocks, renewing bridge seats on abutments, and protective coatings. Project funds may be used for engineering design services, installation of outer-track fencing, adding concrete panels or bin walls, or reconstruction of retaining wall sections with steel sheet piling. Specific improvements will be determined based on a survey of field conditions. (\$10,380,000)

## **SIGNAL, ELECTRICAL & COMMUNICATIONS**

### **4746 - Impedance Bonds, MED**

Impedance bonds are a fundamental part of the track circuit controlling the current's path thereby limiting the power losses and ensuring the proper function of the protective relays. This project involves replacing impedance bonds that are damaged, defective, or otherwise insufficient. (\$960,000)

### **5251 - MED & NICTD Bi-Directional Signals, MED**

The scope of work includes a complete signal system upgrade between CP 11th Place and 65th Street Interlocking on the Metra Electric Line. Project activities will include the replacement and addition of switches, signals, crossovers, and wire as well as overhead catenary structure improvements. Also included in this project are the renewal of track, signal circuits, cables, and wayside equipment. Two new interlockings will be designed and located near 31st Street and from 47th Street to 51st Street. The project will implement a signal control system, new universal crossovers, supporting overhead direct current (DC) traction power catenary, overhead wire work, alternating current (AC) power distribution, and substation

improvements. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$500,000)

### **5554 - Switch Layout Standards, MET**

This project will provide design and construction standards for switches and control point infrastructure. This multiyear project will standardize the layout of switches on the Metra-owned portions of the system, including the Metra Electric, Rock Island, and Milwaukee District North and West lines. Over time, this project will streamline future switch design projects, reduce complications, and improve efficiencies in maintaining the switches. (\$1,620,000)

### **5557 - MED Improvements, MED**

This project upgrades Metra Electric Line track and structure in conjunction with the increased service planned for the Northern Indiana Commuter Railroad District (NICTD) and its federally assisted New Starts 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 new platforms. Metra funds support the project's construction phase and 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. (\$4,000,000)

#### **5559 - Systemwide Cameras, MET**

This multiyear phase-funded project will add up to 600 cameras per year throughout the Metra system. This project may support the installation of up to 1,300 cameras at grade crossings and at up to 110 stations. Project expenses may include cameras and associated wiring and masts. (\$1,340,000)

#### **5561 - Networking Equipment, MET**

This multiyear project funds the replacement of technologically obsolete communications equipment. Project funds may be utilized for networking systems improvements that relate to the operation of trains as well as networking equipment needs in administrative facilities. Equipment purchased and installed under this project is integral and necessary to maintain various technology solutions and computer-related hardware that support Metra's training and business operations. (\$500,000)

#### **5651 - PTC Renewal (Engineering Dept), MET**

This project will fund the second phase of the Positive Train Control (PTC) Project. Project funds will update back-office equipment, components, hardware, software, and other equipment necessary to maintain safe and consistent operations of Metra's interoperable PTC system. This project will fund the purchase, installation, and training of a modern, streamlined PTC system to replace the current PTC back office before the end of its useful life. This new system will have an advanced user interface that will provide operational self-checks and will enable safer operations. The project is a multiyear project, and additional funds will be provided in later years. (\$590,860)

#### **5652 - Centralized Traffic Control Upgrade, MET**

Metra's aging communications systems will be updated, improved, or replaced under this project to implement more reliable and state-of-the-art solutions using Centralized Traffic Control (CTC) over Interoperable Train Control Messaging (ITCM) leverages the PTC communications infrastructure to transport controls and indications, which increases reliability and decreases cost by converging infrastructure. Subprojects may include 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 few years. Backup modes of communications rely on aging copper circuits, which are costly and unreliable. (\$3,162,500)

#### **5658 - Communication Improvements, MET**

Under this project, Metra's aging communications systems will be updated, improved, or replaced with more reliable and state-of-the-art solutions. This may include Metra's current radio systems, phone systems, and data-transfer systems. Project activities may reduce long-term operating, audit, monitoring, and repair costs while improving reliability. (\$3,100,000)

#### **5750 - Crossing Inventory Management System, MET**

Metra will procure a web-based railway crossing inventory management application. The new software application features may include the capability to synchronize with the FRA Grade Crossing Inventory System (GCIS), the ability to utilize the GCIS Application Programming

Interface (API), compatibility with FRA Accident Prediction and Severity (APS) model, ability to provide near real-time data transfer. The project will also include professional services to review and provide quality control of existing databases and field investigation to update the crossing inventory and crash incident databases. (\$130,000)

### **5754 - Homewood Substation, MED**

This project will fund the design, replacement, and expansion of the Homewood Substation along the Metra Electric Line. The rectifiers are several decades old and are difficult to repair due to a lack of availability of spare components. This project is a prerequisite for expanded service capacity on the Metra Electric Line and is part of an ongoing program to repair and replace components of the electrical power distribution system. This is a multiyear project that will require additional construction funds in later years. (\$1,200,000)

### **5757 - DC & AC Switchgear Replacement, MED**

Metra will install a new switchgear system that can supply DC and AC power along the Metra Electric Line. This project will replace obsolete assets with a new system designed to protect the DC-powered railway line and be integrated with high-speed

circuit breakers for the rectifier, the power feeder, and the backup application to prevent safety incidents. (\$250,000)

### **5758 - Power Distribution System Monitoring, MED**

Replacement of obsolete components of Metra's Supervisory Control and Data Acquisition (SCADA) system, which monitors the power distribution system. The SCADA project will upgrade obsolete software and hardware, including three new servers, which will reduce equipment failure and related train delays. (\$1,150,000)

### **5854 - Randolph Street Interlocking, MED**

This project will replace existing switches, switch cables, and track relays and cables on the Metra Electric Line at Millennium Station in the lower Randolph Street interlocking that are more than 40 years old and require frequent repair. Metra forces will purchase and install the infrastructure for the renewed interlocking, which is a cost-effective way to maintain Metra's transit system. (\$2,775,000)

### **5855 - Signal Interlocking Microprocessors, MET**

This project will replace train controller microprocessors that have become obsolete and replacement parts are no longer available for purchase. (\$2,800,000)

### **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 and the length & weight of trains to increase the accuracy and efficiency of billing with foreign rail carriers. Funding supports the construction phase of this project. (\$460,000)

### **5940 - Signal System Upgrades-ME**

### **5941 - Signal System Upgrades-MWD**

### **5942 - Signal System Upgrades-RID**

### **5943 - Signal System Upgrades-UPR**

These projects will replace various signal assets and infrastructure such as junction boxes, electrical cabinets, wiring, LED lights, and other essential components on an as-needed basis. Locations and scope of work are determined upon routine inspection or failure. (\$5,410,000)

### **5944 - Richton Yard Interlocking Renewal, MED**

This project will replace existing switches, switch cables, track relays, cables, and other interlocking components on the Metra Electric Line near the entrance to the Richton Yard. The interlocking components are more than 40 years old and are increasingly

experiencing malfunctions that impact service as trains enter and exit the train storage yard. Metra forces will purchase and install the infrastructure for the renewed interlocking. (\$710,000)

#### **5945 - A2 Interlocking, MWD**

The A2 Interlocking, located 2.5 miles west of Chicago Union Station, is the most complicated in the Metra system, switching traffic along seven mainline tracks. A2 is one of the busiest interlockings in North America with approximately 350 train movements each weekday, including Metra, Amtrak, and private freight railroads. Numerous assets are beyond their useful life and in need of replacement, including more than 30 switches and related signal system components. In addition, the bridges over Western Avenue upon which the interlocking sits date to about 1905 and need to be replaced. The interlocking is manually operated from an adjacent tower that is also at least 100 years old. Project funds will be used to conduct a planning study beginning in 2025 with subsequent funding for later project phases. (\$500,000)

#### **5947 - Crystal Lake Signal Renewal, UPR**

Located in Crystal Lake at approximately milepost 43.0 on the Union Pacific Northwest

Line. The signal system owned by Union Pacific near the Crystal Lake Coach Yard is beyond its useful life and in need of renewal. Per its purchase of service agreement with Union Pacific, Metra has capital responsibilities for the signal system at this location. This project provides Metra's contribution to the renewal, which is funded in part by a grant from the Illinois Commerce Commission. (\$2,500,000)

#### **5949 - Battery-Electric Train Infrastructure, MET**

Metra's investment in innovative, cleaner energy trainsets will be advanced in part by this project to fund studies, designs, and construction of new electrical charging docks for battery-electric trainsets and locomotives. Hotel power hook-ups at terminal stations and in Metra rail yards are sufficient to recharge new battery-electric trainsets and locomotives, albeit with sub-optimal power transmission. The goal of this project is to identify and install new power supply and delivery systems that will serve as express charging docks at locations where Metra will introduce battery-electric trainsets and locomotives to decrease the recharging time and increase the number of runs a train can make throughout the day. (\$1,500,000)

#### **5950 - Operational Tech-Design Standards, MET**

Operational technology systems, communications, and networking engineering design and construction standards will be developed under this project. This project will fund inspection and test procedures manuals and system design standards. Project activities include documenting recommended practices and procedures manuals, developing a preliminary engineering manual, establishing micro-station smart cell libraries, seed files and macros, standardizing material manifests and construction drawings sets, and developing an operations technology/communications/networking project estimator tool. (\$500,000)

#### **5951 - Metra Police Communications Upgrades, MET**

This project will be used to acquire new and replacement equipment for the Metra Police Department supported by Metra's Telecommunications Department. Project activities include purchasing two-way radios, cameras, and related hardware, initial licensing and support costs, emergency communications equipment, satellite voice and data hardware, request for aid phones to be deployed at select stations, and other equipment. (\$3,500,000)



### FACILITIES & EQUIPMENT

#### **4992 - Hybrid & Alternative Fuel Vehicles, MET**

New gasoline-electric hybrids and all-electric vehicles will be purchased under this project, reducing Metra's emissions profile and operational costs. Project funds may also be utilized to purchase liquified natural gas or other alternative fuel vehicles. Hybrid & alternative fuel vehicles may include the purchase of new Metra Police vehicles, medium-duty trucks, heavy-duty vehicles, utility vans, forklifts, skid steers, and yard servicing vehicles. This project will allow for the retirement of less-fuel-efficient vehicles. This project is being funded with RTA Innovative, Coordination and Enhancements (ICE) funding. (\$5,473,000)

#### **5062 - Automatic Passenger Counters, MET**

This project supports the second phase of a pilot program to test state-of-the-art automatic passenger counter technology. This project provides funds for the purchase, installation, initial licensing, and support services of Metra's automated passenger count system. System components include both camera-driven and infrared-driven automated sensing devices that count passengers boarding and alighting from trains. This

project is being funded with RTA ICE funding (\$1,000,000)

#### **5274 - Cybersecurity Systems, MET**

This project covers all cybersecurity-related hardware, software, professional services, and cloud investments for the entire agency. The project also includes the purchase of hardware and software for multiple networks and segments including IT systems, PTC, SCADA infrastructure, signal, telecom, and camera networks. The purchased equipment will cover vulnerability scanning and prioritization, patch automation and remediation, security information and event management and endpoint detection and response. (\$400,000)

#### **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 for Metra service. The current 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. (\$3,485,000)

#### **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. (\$30,100,000)

#### **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 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. (\$600,000)

#### **5865 - Crew Facilities-LaSalle Street, RID**

This project involves interior remodeling of the LaSalle Street Crew Facility to provide adequate locker rooms, rest space, bathrooms, and shower facilities and meet the needs of operations, mechanical, and engineering staff. Funding this year supports the final design phase of the project. (\$190,000)

**5874 - Fuel Storage Tank Upgrades, MET**

This project will address issues with above-ground and underground storage tanks located across Metra's system that are used to store diesel fuel and oils used to service locomotives. The project scope includes storage tank condition assessments, environmental analyses, tank repairs, system upgrades, underground piping improvements, and the replacement of the fuel management control systems. This is a multiyear project that will require additional funds in later years for additional studies, design, and construction. Funding this year supports the condition assessments. (\$400,000)

**5955 - Yard Improvements-BNS**

**5956 - Yard Improvements-ME**

**5957 - Yard Improvements-MWD**

**5958 - Yard Improvements-RID**

**5959 - Yard Improvements-UPR**

These projects will provide design and construction funds for annual yard improvements and capital maintenance. Improvements may include repairing ties and track, improving crosswalks and yard platforms, upgrading switch machines, heaters, cable reels, shore power, and fencing, and other improvements to the track bed on various lines on the Metra system. These projects will also replace switch

components, ties and ballast, employee platforms, and various yard facilities along multiple lines. (\$8,165,000)

**5960 - Crew Facilities-Blue Island Yard Bldg, RID**

This project will purchase and install a new prefabricated steel building in Metra's Blue Island Yard. The new facility would replace six trailers currently in use for training and rest space for Metra's Engineering Department. (\$750,000)

**5961 - Roof Rehab-18th St MU Shop, MED**

Across Metra's operating territory, dozens of workshops and facilities support operations. The roof atop Metra's 18th Street Multiple Unit Shop is beyond its useful life and in need of rehabilitation. Roof rehabilitation will maintain a safe working environment for Metra crews and avoid potential damage to Metra assets. Project activities include recoating sections of the existing roof, replacing some sections of the roof, improving the roof's structural support, and making other repairs and improvements as needed. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$600,000)

**5962 - Building Imp-Western Ave B1, MWD**

Building B1 in Metra's Western Avenue Yard is occupied by Union Pacific Railroad staff who are relocating off-premises. Project funds will be utilized for Metra's Engineering Department and/or contractors to perform a limited remodel of Building B1 and an office space build-out. Upon completion of the project, Metra's Police Department will be relocated from the Engineering Building at Western Avenue Yard, into Building B1. (\$1,000,000)

**5963 - Building Imp-47th St Yard-Exhaust, RID**

This project will upgrade the diesel shop exhaust system at 47th Street Yard in Chicago. Locomotives are serviced within the diesel shop, requiring industrial exhaust systems and air filtration to maintain a safe working environment. Project activities include preliminary engineering, environmental review, final design, material purchases, adding exhaust handlers and systems as needed, permits, and construction. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$420,000)

**5964 - Right of Way Fencing, MET**

Metra's service territory includes more than 1,055 miles

of track across six counties in Northeast Illinois and a portion of Kenosha County, Wisconsin. Pedestrian and vehicular trespassing onto Metra track right of way and facilities is a significant safety concern and a security issue. This project will fund the renewal, replacement, and addition of fencing and wall partitions along Metra's right-of-way. Known and documented trespassing hot spots will be prioritized for improvements to be completed by Metra forces, Union Pacific, BNSF, or third-party contractors. (\$500,000)

### **5965 - Wheel Truing Machines, MET**

This project will add two new above-ground wheel-truing machines that will be installed at the yards that service trains on the BNSF and Union Pacific lines. These yards do not currently have wheel truing machines. Therefore, refurbished wheels must be transported between rail yards, which is costly and time-consuming. Project activities include environmental review, design, procurement, and construction of wheel-truing machines, training, initial servicing and consultation, and related material purchases. The project is expected to reduce operation costs, reduce Metra staff time used to transport wheels, and save on the costs of using a third-party vendor. (\$150,000)

### **5966 - 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 vehicles used for supervision of fieldwork, small pickup trucks, construction equipment, and other vehicles. Project funds will replace and retire vehicles and equipment in Metra's fleet that has surpassed its useful life. (\$2,250,000)

### **5967 - HazMat Storage Systems, MET**

Hazardous chemicals and materials have special requirements for handling and storage. This project will be used to expand storage capacity where necessary and replace storage containers in poor condition. Project activities include adding hazardous materials storage cabinets or other containers systemwide. Expansion of facilities and shops as well as revised workplace safety policies and regulations will be funded under this project as needed. This is a multiyear, multiphase project. (\$250,000)

### **5968 - Fall Protection Systems, MET**

The project will be used to design, engineer, and install standardized fall protection systems at bridges and yards across the system. Project

funds will be used to purchase and install materials. This is a multiyear, multiphase project. (\$250,000)

### **5969 - Ballast Rail Car Upgrades, MET**

This project will be used to upgrade Metra's existing fleet of ballast railcars. Metra's ballast cars are outmoded and lack current safety and efficiency features. Existing manually operated ballast railcars will be overhauled to extend their useful life and add air-actuated material dump chutes. The upgrades will reduce the time to distribute materials and improve operational safety. (\$750,000)

### **5970 - Office Equipment, MET**

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

## **STATIONS & PARKING**

### **5475 - Systemwide Station Sign Replacement, MET**

This project will replace Metra 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 ADA, coordinate color schemes with the rail line branding, and improve wayfinding so customers can easily determine the direction of travel from each boarding platform. Project activities include preliminary engineering, environmental analysis, final design, and construction. (\$720,000)

#### **5479 - Shelters, MET**

This project will fund the installation of shelters at stations across the entire Metra system to provide passengers with climate-controlled waiting areas. Projects will bundle multiple locations for design and construction. Related improvements may be included in the project construction phase, such as new pathways, retaining walls, staircases, handrails, accessibility elements, signage, and other minor improvements. (\$1,000,000)

#### **5487 - West Hinsdale, BNS**

This project will fund new shelters with on-demand heating and platform improvements at the West Hinsdale Station on the BNSF Line. Repairs to stairs, handrails, and guardrails will be completed as well. New accessible paths will ensure ADA compliance and new lighting will be added

throughout the station. The staircase at the east end of the station will be replaced. The project scope may also include the upgrade and relocation of visual information signage (VIS), updated landscaping, and new site amenities. Upon completion, this station will be fully ADA-compliant. Project activities include preliminary engineering, environmental analysis, final design, and construction. (\$465,000)

#### **5689 - Kenilworth Station, UPR**

This project will rehabilitate Kenilworth Station. The project scope includes extensive repairs to the historic station depot, including tuckpointing, masonry restoration, and roof tile repairs. Additional project elements may include sidewalk repairs, upgraded bike facilities, landscape enhancements, entrance staircase repairs, and other related work as needed. 2025 funding supports the construction phase of the project. (\$750,000)

#### **5784 - Forest Glen Station, MWD**

The Forest Glen Station will undergo a multiphase rehabilitation. Phase 1 will replace the inbound and outbound platforms, including tactile strips for ADA compliance, rebuild the entry staircase with heated stairs, and replace the outdated station depot with a temporary shelter. Following design

engineering services, Phase 2 will add a new, heated station depot to replace the temporary shelter. New wayfinding signage and other station identifiers will be added. Upon completion of Phase 3, the station will be made fully ADA-accessible through installation of a ramp or elevator and other pathway improvements, along with other necessary ADA-compliance measures. 2025 funding supports the construction phase of the project. (\$1,390,000)

#### **5787 - Chicago Union Station, CUS**

The project will support the Amtrak-led effort to complete the preliminary engineering, final design, and construction phase activities of various elements within Amtrak's Chicago Hub Improvement Program (CHIP). Metra and Amtrak are collaborating to maintain and renew the facilities within Chicago Union Station. Metra has committed to providing funds to Amtrak to match a discretionary grant that was awarded to Amtrak to advance the broader project and vision to reconstruct CUS. Funding this year supports the preliminary engineering phase and environmental analyses required by NEPA and will serve as a match to funding provided by others. (\$2,500,000)

### **5883 - Pingree Road Station, UPR**

The Pingree Road Station improvement project along the Union Pacific Northwest Line in Crystal Lake will include the rehabilitation of the station's platforms and improvements to the ramp, both of which are necessary to address structural deterioration and ensure ADA accessibility. Improvements to the station's retaining wall will also be completed. (\$2,415,000)

### **5885 - Edgebrook Station, MWD**

Project funds will be used to construct one or two new climate-controlled shelters and other improvements at the Edgebrook Station on the Milwaukee District North Line in Chicago. Additional project elements may include sidewalk repairs, upgraded bike facilities, landscape enhancements, repairs to the entrance staircase and ADA ramp, new signage and station displays, parking lot improvements, new curb ramps, and other related work. (\$400,000)

### **5886 - O'Hare Station-Ped Improvements, MWD**

This project will study the spatial requirements to install new stub-end tracks at the Metra O'Hare Transfer Station and improve the pedestrian pathway between the station and the O'Hare Multimodal

Facility. The project scope is limited to preliminary design. (\$187,500)

### **5975 - Cicero Station, BNS**

This project will replace the existing temporary station structure, address accessibility exceptions, and improve the state of good repair issues at the Cicero Station on the BNSF Line. The temporary structure was built following a 2018 BNSF train derailment that destroyed a portion of the headhouse and ramp enclosure. Project activities include reconstructing the headhouse and ramp enclosure, demolishing the existing temporary structure and damaged concrete surfaces, and improving the concrete retaining walls. The project will also add HVAC heaters, new LED light fixtures, mounted speakers, electric work, signage, seating benches, and other improvements as needed. (\$1,040,000)

### **5976 - Riverside Station, BNS**

Project funds will be used to address code compliance issues at the historic Riverside Station on the BNSF Line. Tactile stripping will be added to the concrete portion of the platform edge. Signage, staircases, ramps, and station doors will be repaired to meet accessibility requirements. Interior restorations and improvements may be

necessary to make the restroom accessible. Upon completion, this station will be made fully ADA-compliant. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$400,000)

### **5977 - Highlands Station, BNS**

This project will include the rehabilitation of the Highlands Station's historic depot and address ADA accessibility issues throughout the station. Project activities will include sidewalk improvements, new curb ramps, on-demand heating elements in shelters, new LED light fixtures, mounted speakers and electric work, signage, seating benches, improvements to stairs, handrails, guardrails, parking lot rehabilitation, platform rehabilitation, potential track improvements, and signage improvements. Upon completion, this station will be made fully ADA-compliant. (\$455,000)

### **5978 - Van Buren Street Station Improvements, MED**

Metra's historic 1890-era Van Buren Street Station, located partially underground and within Chicago's Grant Park, has numerous state-of-good-repair deficiencies. Metra's Engineering Department will make cost-effective, short-term improvements to mitigate water intrusion and other deficiencies to ensure



the station remains safe to operate before a planned full station rehabilitation. Project activities include repairing concrete and paint along the staircases and stairwell walls, repairing platforms, mitigating water infiltration, removing water-damaged ceilings, reconstructing ceilings, and adding lighting, repairing the leaky platform canopy, and improving telecommunication systems. (\$2,500,000)

#### **5979 - 115th -Kensington Station, MED**

This station requires reconstruction to modernize and address numerous deficiencies. Project activities will include track-level improvements, a new elevator, various ADA-compliant elements, and improved passenger drop-off and pick-up areas. The platform will be extended to accommodate six-car trains along with a full-length canopy. The north entrance will also be rebuilt along with the headhouse and gatehouse and a new set of stairs will be built at the south entrance. Upon completion of the project, the station will be ADA-compliant. Funding in 2025 supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$2,300,000)

#### **5980 - Platform Improvements, MET**

This project funds the rehabilitation or replacement of several passenger boarding platforms each year and may include improvements to access pathways. Platform cracks, fissures, and buckling will be addressed to ensure the boarding platforms are level and safe. Improvements will be compliant with the ADA and may include the installation or replacement of deteriorated tactile surfaces with ADA-compliant "truncated dome" surfaces. (\$500,000)

#### **5981 - Systemwide Station Improvements, MET**

This project will be used by Metra's Engineering Department to address state of good repair deficiencies at Metra stations. Specific activities may include roof repair or replacement, masonry improvements, tuckpointing, door and window replacement, concrete repairs, window and door repairs and replacement, handrail and staircase repairs, lighting improvements, and repairs to exterior station elements. Metra forces and/or third-party contractors will complete installation and construction activities. (\$1,000,000)

#### **5982 - Parking Lot Improvements, MET**

The project will include construction of new parking lots and rehabilitation of existing parking lots. The work includes earthwork, new asphalt pavement, pavement grinding, 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. (\$1,785,000)

#### **5983 - Riverdale Station, MED**

The Riverdale Station on the Metra Electric Line requires reconstruction to address numerous deficiencies. Project activities include replacing all track-level station facilities, installing a new elevator, replacing the west entrance store front, headhouse and existing platform stairs, addressing various ADA-compliance issues, and improving the passenger drop-off and pick-up areas. The platform will be extended to accommodate six-car trains along with a full-length canopy. Upon completion, this station will be made fully ADA-compliant. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$3,100,000)

### **5984 - Ivanhoe Station, MED**

This project will fund the full rehabilitation of the Ivanhoe Station on the Metra Electric Line. Project activities include replacing all track-level station facilities, installing a new elevator, addressing various ADA-compliance issues, and improving the passenger drop-off and pick-up areas. Retaining wall repairs and the replacement of precast platform panels will be completed as needed. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$1,700,000)

### **5985 - Matteson Station, MED**

The Matteson Station on the Metra Electric Line requires reconstruction to address numerous deficiencies. Project activities include replacing all track-level station facilities, installing a new elevator, replacing the west entrance store front, headhouse and existing platform stairs, addressing various ADA-compliance issues, and improving the passenger drop-off and pick-up areas. The platform will be extended to accommodate six-car trains along with a full-length canopy. Upon completion, this station will be fully ADA-compliant. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$2,300,000)

### **5986 - West Pullman Station, MED**

This project will renovate the West Pullman Station on the Metra Electric Line's Blue Island Branch near Pace's planned Pulse Halsted bus station. Project activities will include replacing the existing platform, constructing accessible entrance ramps, and a new warming shelter, reconstructing the parking lot to make it ADA accessible, upgrading lighting, adding station displays, and adding new signage. Upon completion, this station will be fully ADA-compliant. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$1,000,000)

### **5987 - LaSalle Street Station, RID**

LaSalle Street Station is the downtown Chicago terminal for the Rock Island Line and the planned future terminal for the SouthWest Service. The terminal's current design and layout provide limited waiting space and lacks customer amenities common in modern transit terminals. Metra's first battery-electric trainsets and battery-electric locomotives are slated to initiate service on the Rock Island Line and will require modifications to the terminal to add electrical charging dock(s). Project funds will be used to conduct a planning study beginning in

2025 with subsequent funding for later project phases. (\$1,000,000)

### **5988 - Indian Hill Station, UPR**

This project will fund the rehabilitation of the Indian Hill Station on the Union Pacific North Line in Winnetka. The station will be made fully ADA-accessible with the addition of elevators, the rehabilitation of the existing pedestrian tunnel, a new tunnel and entrance, and a new ADA-compliant ramp near the station depot. The historic station depot will also be rehabilitated. Project activities will include repairing or replacing canopies and windbreaks, new lighting, tuckpoint masonry repairs, new platform amenities, wayfinding signage, other station identifiers, and other related work. The parking lot will also be resurfaced. Upon completion, this station will be fully ADA-compliant. Funding this year supports the preliminary engineering phase and environmental analyses as required by NEPA. (\$2,300,000)

### **5989 - Braeside Station, UPR**

This project will address ADA accessibility issues throughout the station. Project activities will include sidewalk improvements, new curb ramps, a new climate-controlled shelter with on-demand heating elements, new LED light

fixtures, improvements to stairs, handrails, guardrails, parking lot rehabilitation, and rehabilitation of the platforms. Upon completion, this station will be fully ADA-compliant. Funding this year supports the construction of the project. (\$400,000)

#### **5990 - Kedzie Station, UPR**

The Kedzie Station will undergo a multiphase rehabilitation. Phase 1 will replace the inbound and outbound platforms with new heated platforms, including tactile strips for ADA compliance, and relocate and replace signal wire on the platforms. In Phase 2, preliminary engineering services will design the station's complete rehabilitation. Project activities may include rehabilitating the station depot, reconstructing staircases and retaining walls, and improving handrails and station amenities such as lighting. (\$3,250,000)

### **SUPPORT ACTIVITIES**

#### **5489 - Program Management, MET**

This project will fund the professional services necessary to deliver capital projects. Project activities may include funding studies, concept design, developing new business tools and processes, professional services under the Project Management Oversight (PMO) contract, and the procurement of software.

Historic levels of capital funding necessitate expanded program management capacity. (\$28,200,000)

#### **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 provided by this contract will provide the Capital Delivery Department with up-to-date information required for accurate cost estimates and scoping and improvements to project delivery. This funding also helps streamline design engineering and NEPA compliance. (\$2,650,000)

#### **5994 - Infrastructure Engineering-MET**

This project funds various engineering responsibilities for capital projects. Project funds support the implementation of capital projects and cover the costs of Metra's Engineering and Capital Project Delivery departments and consultants providing professional services. The associated professional consultant services may include design engineering and/or construction management in civil, structural, electrical, mechanical, signal, communications, and environmental engineering. (\$5,000,000)

#### **5997 - Labor Apprenticeship & Development, MET**

This project invests in Metra's new Buildings & Bridges Apprenticeship Program. Upon conducting extensive needs assessments throughout Metra's districts, the Operations Learning & Development Department is requesting the resources to build out an innovative, best-in-class, B&B apprenticeship program. This project will combine on-the-job training with classroom instruction, field training, simulator rooms, virtual reality training scenarios, and other best practices. (\$1,890,000)

#### **5998 - 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 activities associated with the administration of capital grants are budget revisions, requisitions, quarterly reports, and reconciliation of expenses done at project closeout. Metra funds associated with capital grant administration are recognized as capitalized costs under Generally Accepted Accounting Principles (GAAP). (\$1,000,000)

5999 - 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 budget for the forthcoming program year. Contingencies are necessary to fund emergency activities to prevent project and service delays. (\$1,037,684)







### CAPITAL PROGRAM ALIGNMENT WITH STRATEGIC PLANS

#### RTA STRATEGIC PLAN: TRANSIT IS THE ANSWER

The RTA's *Transit is the Answer* strategic plan was adopted by the RTA Board of Directors in 2023 with a refreshed view of public transit as a key link in our social infrastructure and a foundation underpinning Northeast Illinois' diversified economy. The RTA worked with Metra, CTA, Pace, riders, and stakeholders across the region to develop the plan. *Transit is the Answer* sets three priorities, defines 12 capital project evaluation criteria, and sets a comprehensive agenda for advocacy and action for the sustainability of the region's public transit systems.

Under state law, the RTA Board is required to adopt a strategic plan no less than every five years. In January 2018, the RTA Board adopted *Invest in Transit*, the regional transit strategic plan covering the years 2018 - 2023. This plan underscored the importance of sustainable capital funding in achieving strategic goals and outlined several priority projects that would be advanced with additional capital funding. It yielded the passage of a major state capital bill, Rebuild Illinois, in 2019. The latest strategic plan, *Transit is the Answer*, builds upon the collaboration and successes of *Invest in Transit*. The *Transit is the Answer* strategic plan covers calendar years 2023-2027 and will be due for an update in 2028.

RTA's *Transit is the Answer* strategic plan covers calendar years 2023-2027. Three core principles guided the development of the plan and will be central to implementation over the five-year horizon. The following outlines these three principles and outlines Metra projects that advance these principles:

- **Equity:** RTA's plan underlines that transit is an economic equalizer that connects people to jobs, education, healthcare, and other opportunities across Northeast Illinois and provides independence to people with disabilities. This principle calls for taking deliberate policy decisions to build a more equitable transit system and service plan.

Metra projects that advance equity on our transit system include station and parking projects that invest in communities that are more transit-reliant.

- Metra's Van Buren Street Station sits in the heart of downtown Chicago, partially underneath Grant Park. Thousands of Metra Electric Line riders use the station each weekday, arriving from or traveling back to communities across Chicago's South Side and south suburban Cook County. The *Van Buren Street Station Improvements project (PE 5978)* will begin in January 2025 to address water intrusion in a pedestrian tunnel under Michigan Avenue, repair and reopen a portion of the station that was shuttered due to safety concerns, and update select rider amenities in the station.

- Connections between the Van Buren Street Station can be made from more than two dozen stations including Riverdale Station, which is in poor condition and not ADA-compliant. The area around the Riverdale Station, in south suburban Cook County, is designated by the USDOT as having a historic transportation disadvantage. Metra's station serves the residents as an efficient, safe, and affordable means of access to job centers in downtown Chicago. *Riverdale Station (PE5983)*, programmed in 2025, funds the start of the preliminary engineering and environmental review phases for the eventual station rehabilitation.
- **Committed to Change:** This priority acknowledges that public transit must adapt to shifts in how people use transportation and the rapid increase in remote work. RTA's plan states that innovation is required not only to rethink how we fund transit, but also how we meet the changing needs of riders. During the *Transit is the Answer* plan development process, RTA surveyed more than 1,000 people regarding changes that can improve our regional transit system. The top response was "creating a more flexible system that better serves destinations outside of downtown Chicago during hours outside of the traditional AM/PM commutes."

In February 2024, Metra's Board of Directors approved one of the most significant and innovative changes in the 40 years of Metra's existence:

- Metra charged into a greener future when the Board of Directors approved a contract to buy zero-emission, battery-powered trainsets. Metra is on track to be the first transit agency in the nation to operate the innovative technology that will have trains run fully on battery-electric propulsion without a wayside power supply such as the overhead catenary electric supply or the third rail. Metra believes the battery-powered trainsets will be a more economical and environmentally friendly way to provide the same level of service or better, particularly during off-peak times, and could play a significant role in helping Metra achieve its vision to provide more frequent all-day service, also known as regional rail service. Metra plans to introduce the trainsets for service on a 16.4-mile segment between LaSalle Street and Blue Island on the Beverly Branch of the Rock Island Line. That would directly benefit the air quality in economically disadvantaged neighborhoods on the South Side of Chicago and in the near south suburbs. In 2025, *Zero-Emissions Trainsets (PE5605)* advances this procurement.
- **Stewardship:** The RTA recognizes that we are stewards of America's second-largest transit system. This system has allowed the Chicago region to grow into a dynamic global economy. However, we must adapt in response to urgent questions of social, economic, and environmental change even as financial challenges loom. The RTA and service boards are committed to addressing operating and capital funding financial challenges while also being good financial stewards of the limited dollars available.

Metra is well-known among American transit agency peers for its in-house capital maintenance expertise and a robust transit vehicle overhaul program that rebuilds railcars and diesel locomotives, thereby reducing operating and maintenance costs. Metra will continue the following program in 2025 to promote our financial stewardship:

- The Car Rehab (Nippon Sharyo) project (PE 5207) is one of Metra’s midlife rolling stock rehabilitation programs, a crucial part of maintaining a modern, efficient, and sustainable transit system. These in-house programs save taxpayers money and keep jobs in Illinois. The Nippon Sharyo train cars, built in 2005 and 2006 for the Metra Electric Line, are currently receiving a comprehensive overhaul, including structural repairs, upgrading of mechanical and electrical systems, and refurbishment of interiors. This process not only extends the lifespan of the EMUs but also ensures they meet current safety standards. The first cars to be rehabbed are being leased to the Northern Indiana Commuter Transportation District for use on its South Shore Line. Phase two of this rehabilitation program will initiate in 2025; Metra forces will begin to overhaul additional units used on the Metra Electric Line. By investing in these upgrades, Metra can ensure that train cars remain in top condition for years to come, providing safe, reliable, and efficient service to passengers.

RTA Core Requirements

RTA identified two core requirements for the service boards’ capital programs: “Achieves Accessibility” and “Improves Equity.” Metra must program at least 20% of its available capital funds to projects that advance these core requirements. Metra has identified 32 projects in the five-year capital program allocating approximately 42.4% of funding over the five years to the projects that advance these core requirements.

EXHIBIT 24:  
CAPITAL PLAN ALIGNMENT WITH RTA CORE REQUIREMENTS

	RTA Core Requirements		% of Program
Projects	Improve Equity	17	8.5%
Projects	Achieve Accessibility	23	39.8%
Projects	Advance one or both goals	32	42.4%





### METRA STRATEGIC PLAN: *MY METRA, OUR FUTURE*

As previously mentioned, Metra's overall capital investments strategies are guided by the agency's strategic plan, *My Metra, Our Future*, adopted in February 2023. A detailed description of the plan including details of how Metra's past accomplishments and near-term efforts align with each of the five strategic goals can be found on **page 10, Exhibit 3**. In addition, several investment prioritization criteria directly correspond to the strategic plan and many evaluation factors are based on the plan's strategic goals and objectives. Examples of the projects in Metra's 2025 capital program that specifically further each of Metra's five strategic goals are as follows:

- **Goal: Enhance service to grow ridership and provide mobility choices**
  - The *Bridge A318 project (PE 5442)* will allow for improved and expanded train operations to the northern seven stations of the Milwaukee District North Line.
  - *Rock Island Intercity Improvements (RI3) (PE 5629)* will support improved rerouted Amtrak service as well as improved Metra SouthWest Service, giving riders more choices and better options to meet their mobility needs.
- **Goal: Ensure the Metra experience is safe, easy, and enjoyable for all customers**
  - The *Systemwide Cameras project (PE 5559)* will enhance customer safety at stations by deterring criminal activity and improving response to incidents.
  - *Systemwide Station Sign Replacement (PE 5475)* will replace and upgrade Metra's static communication at stations to improve wayfinding and increase system usability.



- **Goal: Attract a diverse workforce and invest in our employees**
  - *Labor Apprenticeship & Development (PE 5997)* will help Metra ensure that the next generation of employees are properly trained through a combination of on-the-job training, classroom instruction, field training, simulator rooms, virtual reality scenarios, and other best practices.
  - *The Crew Facilities-Blue Island Yard Building project (PE 5960)* will improve the working conditions of Metra employees at this location.
- **Goal: Innovate to become more efficient and effective:**
  - *Automatic Passenger Counters (PE 5062)* will allow Metra service planners to better understand passenger demand and more efficiently match schedules and train consist sizes to rider needs.
  - *Capital Delivery Support Contracts (PE 5890)* will provide surveying, initial site data collection, and project closeout checks to support the delivery of capital projects. Dedicating project funding for these efforts will help streamline design engineering and NEPA compliance.
- **Goal: Be a socially responsible organization committed to equity and sustainability**
  - *Zero-Emissions Trainsets (PE 5605)* will reduce emissions, improve local air quality, and reduce operating and maintenance costs.
  - *Riverdale Station (PE 5983)* is in poor condition and serves a historically disadvantaged area. This project will rebuild the station and make it ADA accessible, to better connect this neighborhood to the rest of the region.



- 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

# APPENDICES

## APPENDICES TABLE OF CONTENTS

94	Organizational Overview
103	Oversight
104	Service Profile
110	Fare Structure
116	Operating Budget Process & Calendar
118	Financial Policies
122	Operating Budget Policies
126	Performance Measurements
128	Glossary
140	Ordinance
141	Public Engagement
142	Public Hearing Notice

# APPENDICES ORGANIZATIONAL OVERVIEW

## METRA BOARD OF DIRECTORS

Metra's operations and policies are guided by an 11-member Board of Directors. The Board chairs of DuPage, Kane, Lake, McHenry, and Will counties 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 Chicago. The chair of the Metra Board is elected by vote of its members.

**Romayne C. Brown**

Chair  
Cook County

**Ricardo Estrada**

Director  
City of Chicago

**Donald A. Orseno**

Vice Chair  
Will County

**Joseph H. McMahon**

Director  
Kane County

**Rodney S. Craig**

Secretary  
Suburban Cook County

**Stephen Palmer**

Director  
Suburban Cook County

**Kenneth D. Koehler**

Treasurer  
McHenry County

**Mimi L. Rodman**

Director  
Suburban Cook County

**Julius W. Becton**

Director  
DuPage County

**Paul E. Ruffin**

Director  
Suburban Cook County

**Melinda Bush**

Director  
Lake County





## METRA'S CITIZENS ADVISORY BOARD

The Citizens Advisory Board (CAB) was created under the RTA Act to provide an additional voice representing the communities Metra serves. The CAB meets quarterly and provides counsel on how Metra policies, programs, and services affect riders and area constituents. CAB members are volunteers who reside in Metra's six-county service area and have an interest in public transportation.

**Robert Hart - Chairman**

Representing the City of Chicago

**Mark Kokodynsky**

At-Large Representative

**Dr. Maria H. Coons**

Representing northwest suburban Cook County

**William C. Lyman**

Representing DuPage County

**Tom Cushing**

Representing west suburban Cook County

**Patricia Mahon**

Representing south suburban Cook County

**Richard Dombrowski**

Representing Will County

**Bruce C. Nelson**

At-Large Representative

**Haig Haleblan**

Representing McHenry County

**Tania Irish Rodriguez**

Representing north suburban Cook County

**Matt Hanson**

Representing Kane County

**Marlene H. Taylor**

At-Large Representative

**Barbara Klipp**

At-Large Representative

**Michael Metz**

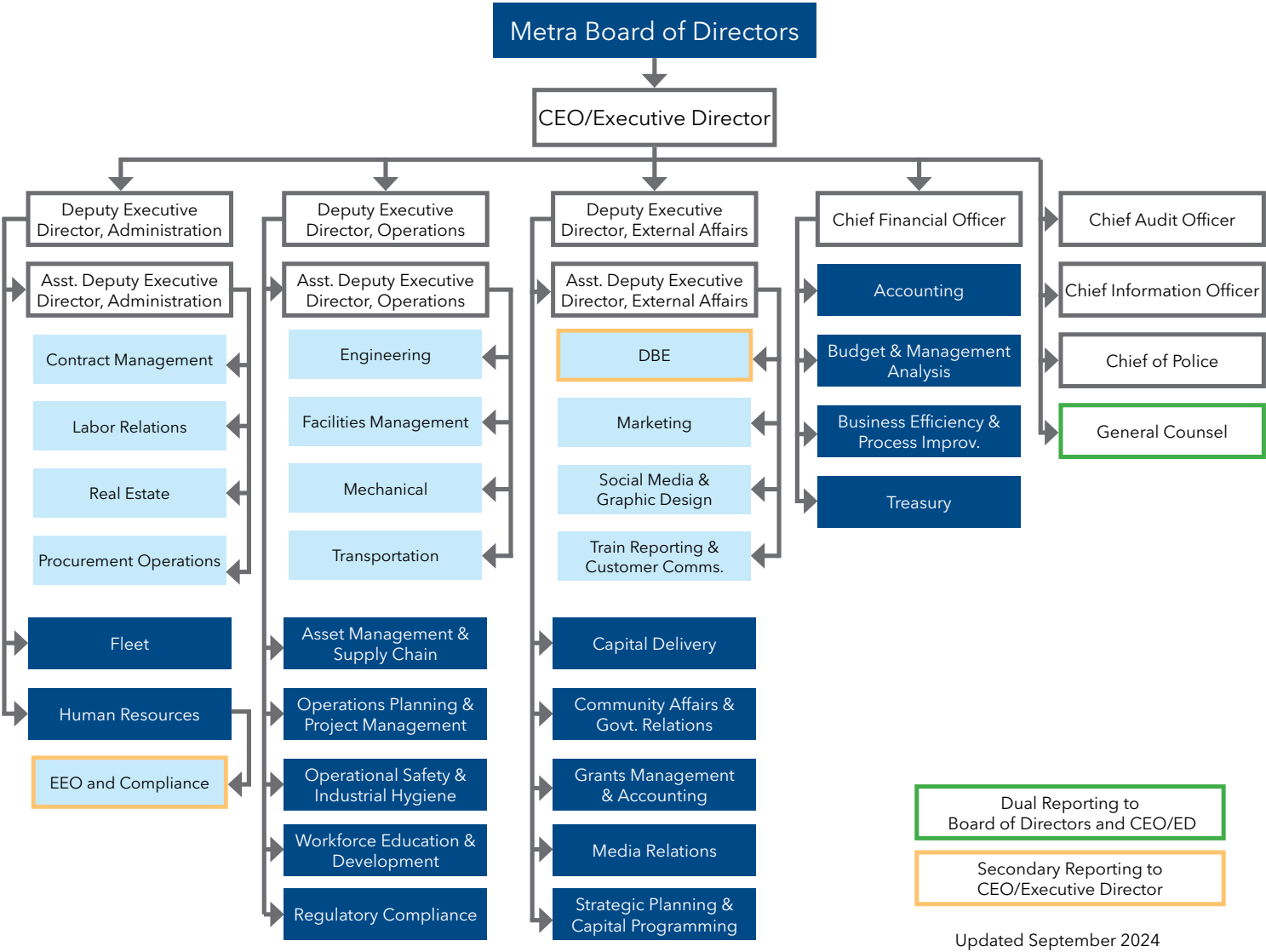
Student Intern



ORGANIZATION

Metra’s day-to-day operations are overseen by the CEO and executive team. Metra’s organizational structure is detailed in Exhibit 25.

Exhibit 25  
METRA ORGANIZATIONAL CHART



## 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 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, Operational Safety and Industrial Hygiene, Workforce Education and Development and Regulatory Compliance 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, tracks, 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 FRA, Association of American Railroads (AAR), American Public Transportation Association (APTA), and the original equipment manufacturers.

## Transportation

Transportation is responsible for train service on all Metra-operated lines and the lines operated by freight railroads under purchase-of-service agreements. The department also oversees the Dispatching Office, PTC Deployment, 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 FTA.

### **Operations Planning & Project Management**

The department oversees the development of Metra's train schedules, service plans, and fare policies; reviews data related to Metra service, ridership, and fares and manages the reporting of operations data to the Metra Board, federal agencies, and other internal and external groups; and is responsible for the agency's adherence to Title VI of the Civil Rights Act and other equity standards in the provision of service.

## Operational Safety & Industrial Hygiene

Metra's Safety and Environmental Compliance Department is responsible for the implementation, oversight, and coordination of the agency's employee safety programs, and reports railroad incident and accident data to federal and state regulatory agencies. The department's industrial hygiene 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.

## Workforce Education & Development

This department is responsible for job skills training and certification for all operations employees. This includes training and certification for railroad engineers, conductors and dispatchers and 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).

## Regulatory Compliance

Regulatory Compliance ensures that Metra complies with FRA regulations. The Director serves as Metra's representative on the FRA's Rail Service Advisory Committee (RSAC), which develops new regulatory standards on safety issues through a collaborative process with the rail industry.

## 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 Deputy Executive Director, Administration provides executive direction and guidance to the Assistant Deputy Executive Director, Administration, who oversees the Contract Management, Labor Relations, Real Estate and Procurement Operations departments. The Deputy Executive Director Administration also directly oversees the Fleet and Human Resources departments. Metra's EEO & Compliance department is overseen by Human Resources and has a secondary line of reporting to the CEO/Executive Director.

## 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, 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; 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 works 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 resolve internal conflicts.

## **EXTERNAL AFFAIRS**

The Deputy Executive Director for External Affairs provides executive direction and guidance to the Assistant Deputy Executive Director, External Affairs who oversees the agency's Diversity & Business Enterprise, Marketing, Social Media and Graphic Design, Train Reporting and Customer Communications departments. The Deputy Executive Director for External Affairs directly oversees the

Capital Delivery, Community Affairs and Government Relations, Grants Management and Accounting, Media Relations, and Planning and Programming departments.

### **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 ensures nondiscrimination in the award and administration of Metra contracts and 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.

### **Marketing**

The 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 and provides print and design services for the agency's graphic materials and publications.

## **Train Reporting and Customer Communications**

Train Reporting and Customer Communications (TRACC) is responsible for passenger services, ticket services, 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, oversees projects that help ADA passengers navigate the Metra system and responds to customer inquiries and complaints.

## **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).

## **Strategic Planning & Capital Programming**

Strategic Planning and Capital Programming is comprised of two key groups: Planning and Strategy and Program Development and Grant Pursuits. The Planning and Strategy group spearheads Metra's long-term planning, land-use planning, and strategic planning efforts. The Program Development and Grant Pursuits group is responsible for formulating Metra's capital program and handling the preparation of all discretionary funding grant applications.

## **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**

Accounting is responsible for the accurate and timely processing of transactions and production of financial statements.

## **Budget Management & Analysis**

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**

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**

Treasury processes all collections and disbursements made by the organization. The group also handles the agency's banking, borrowing, or investing needs.

## **AUDIT**

The Audit Department is overseen by the Chief Audit Officer, who reports directly to 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.

## **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. Administration Technology Deployment maintains all package solutions that reside in the Cloud (ERP, Kronos). Administration Technology Development and Support develops and supports all custom-built, non-operational back-office software solutions. Cybersecurity secures the agency's IT infrastructure and data. Network Services builds, maintains, and/or supports the technical architecture for all hardware and software solutions. Operations Technology Strategy, Development and Support Team defines the technical strategy to support the operational side of the business and Special Project Delivery supports the IT components of special projects agency wide.

## **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. The department engages with first responders and local, state, and federal agencies during service disruptions and partners with them on security planning. Members of the department are also responsible for safety outreach with the public through Operation Lifesaver.

## **GENERAL COUNSEL**

The General Counsel reports directly to the CEO and the Metra Board of Directors and provides legal guidance and support to the Board of Directors, the executive team, and every department within the organization. The department is organized into three teams: Governance/Team Support, Corporate/Regulatory, and Litigation/Risk Management. Metra's Ethics Officer is also a member of the department and is responsible for overseeing Metra's compliance with the State Officials and Employees Ethics Act. The department focuses on proactively identifying and addressing legal issues in support of Metra's mission.

## Metra Headcount Summary

Metra's 2025 Budget is proposed at 4,841 positions, of which 4,209 are Metra-controlled, 284 are UP-controlled, and 348 are BNSF-controlled. Although the total headcount between the 2025 Budget and the 2024 Budget increases by 142 positions, there are large transfers of employees from UP to Metra between the 2024 Budget and the 2025 Budget.

Due to uncertainty regarding which activities will transfer and when, the 2024 Budget and related headcounts did not assume any transfers. However, the 2025 Budget assumes that Transportation Operations and certain station, platform, and yard maintenance activities are transferring from UP to Metra during the first quarter of 2025. Maintenance of Vehicle (Mechanical) activities and customer service activities transferred in 2024. In total, more than 800 employees and positions are transferring from UP to Metra.

The budget-over-budget net increase of 93 positions is primarily additional positions needed to perform transferred UP activities related to station, platform, and yard maintenance (20); additional dispatchers (15) and signal maintainers (10); additional training headcount related to new FRA mandates (12); and additional headcount related to upgrading Metra's Operations Technology and PTC areas (10) to mitigate cybersecurity threats. The 2025 Budget also includes nine additional

positions in the Capital Project Delivery department to manage and administer an increasing workload for capital projects and 12 additional Engineering workers, who were previously furloughed during the winter months and will now be retained to assist with the maintenance of stations, platforms, and other structures.

Like other governmental agencies and private businesses, Metra, UP, and BNSF have been challenged in attracting, hiring, and retaining employees to fill vacant, budgeted positions. Metra is estimating that 4,170 positions at Metra, UP, and BNSF will be filled at yearend 2024, which is 581 positions less than the 4,751 budgeted.

Although approximately 500 positions were expected to be vacant in December 2023, Metra conservatively included a vacancy adjustment in the 2024 Budget of 300 positions, and the wages and related fringe benefits for 300 positions were excluded from the budget. Based on an average profile, this vacancy adjustment reduced the 2024 Budget by approximately \$35 million. Metra management again included a vacancy adjustment of 300 positions in the 2025 Budget. Based on an average profile, and reflecting wage increases and increases to health and welfare benefits, the vacancy adjustment reduces the 2025 Budget by approximately \$38 million.

EXHIBIT 26:  
METRA & PSA CARRIERS HEADCOUNT DETAIL

Metra Headcount (FTE's*)	Dec 2023 Actual	2024 Estimate	2024 Budget	2025 Budget
<b>Metra - Controlled</b>				
Transportation Operations	839	955	911	1,361
Engineering Operations	730	866	742	1,018
Mechanical Operations	770	894	1,110	1,268
Total Administration	404	552	431	562
<b>Total Metra-Controlled Headcount</b>	<b>2,743</b>	<b>3,267</b>	<b>3,194</b>	<b>4,209</b>
<b>UP PSA</b>				
Transportation Operations	367	391	383	18
Engineering Operations	303	379	274	264
Mechanical Operations	340	369	0	0
Administration	4	4	4	2
<b>Total UP PSA</b>	<b>1,014</b>	<b>1,143</b>	<b>661</b>	<b>284</b>
<b>BNSF PSA</b>				
Transportation	126	133	124	140
Engineering	25	25	25	25
Mechanical	162	183	166	183
Administration	0	0	0	0
<b>Total BNSF PSA</b>	<b>313</b>	<b>341</b>	<b>315</b>	<b>348</b>
<b>Total Metra</b>				
Transportation	1,332	1,479	1,418	1,519
Engineering	1,058	1,270	1,041	1,307
Mechanical	1,272	1,446	1,276	1,451
Administration	408	556	435	564
<b>Total METRA</b>	<b>4,070</b>	<b>4,751</b>	<b>4,170</b>	<b>4,841</b>
Less Vacancy Adjustment			(300)	(300)
<b>Adjusted Total Metra</b>	<b>4,070</b>	<b>4,451</b>	<b>4,170</b>	<b>4,541</b>

\* FTE = full-time equivalent







# APPENDICES OVERSIGHT

## 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](http://inspectorgeneral.illinois.gov), its toll-free hotline (866-814-1113), TTY (888-261-2734), fax (312-814-5479) or by mail at OEIG, ATTN: Complaint Division, 69 West Washington Street, Suite 3400, Chicago, IL 60602.

### ADA

In compliance with the requirements of the Americans with Disabilities Act (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 familiarize these customers with the rail system.

## 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  
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# APPENDICES SERVICE PROFILE

## 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 (March 2020), Metra provided about 281,000 rides each weekday. By the end of June 2024, Metra was providing an average of 167,200 weekday passenger trips, which is 60% of pre-pandemic levels.

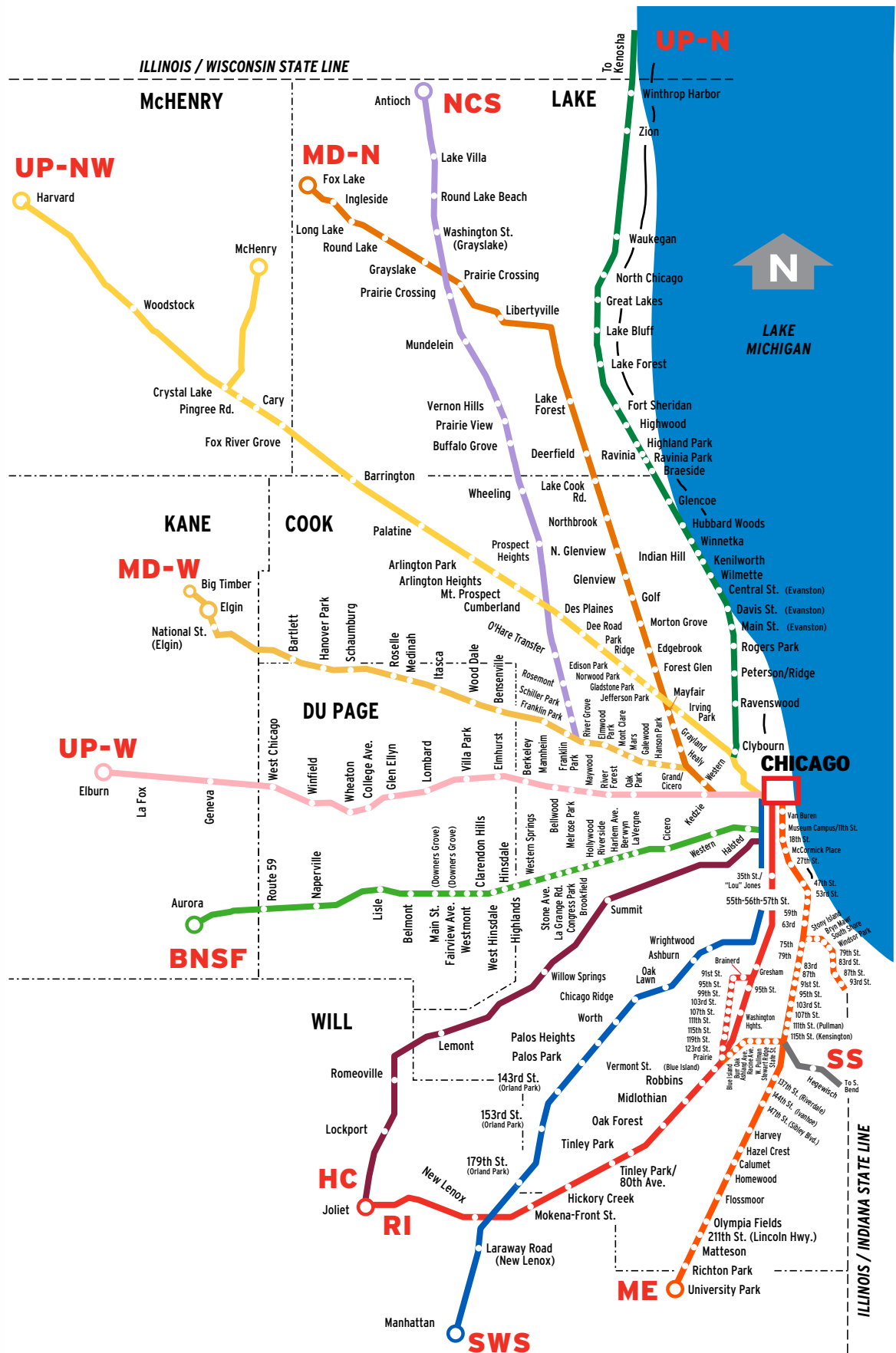
The Metra service area encompasses a six-county region of more than 3,700 square miles in Northeast Illinois and also provides service to Kenosha, Wisconsin. As of June 2024, Metra operates 665 weekday trains on 11 rail lines that serve 243 stations.

Metra owns and operates four rail lines (Rock Island, Metra Electric, Milwaukee District North and Milwaukee District West). Three Metra lines are operated by Metra employees over 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

- 32 million passenger trips in 2023
- 665 weekday trains
- 275 Saturday trains
- 202 Sunday trains
- 243 stations
- 1,155 miles of track
- 488 route miles
- 186 locomotives
- 861 diesel passenger railcars
- 176 electric propelled passenger railcars
- 926 bridges
- 566 grade crossings
- 24 rail yards
- 91,000 parking spaces
- 15 electrical substations
- 1 electrical tie station
- 12 fuel facilities

# METRA SYSTEM MAP



**METRA PHYSICAL DESCRIPTION**

			Number of Stations			Accessible Stations		Rolling Stock *					
Carrier/Line	Location of Outlying Terminal	Downtown Terminal	Illinois	Total	Out of State	Partial	Full	Loco-motives	Trailer Cars	Cab Cars	Electric Propelled	Track Miles	Route Miles
BNSF		Aurora, IL (Kane Co.)	Chicago Union Station	25	0	25	5	17				144.0	37.5
SouthWest Service		Manhattan, IL (Will Co.)	Chicago Union Station	12	0	12	0	12				59.3	40.8
Rolling Stock Total								38	171	38	0		
Union Pacific	North Line	Kenosha, WI (Kenosha Co.)	Ogilvie Transportation Ctr.	25	1	26	1	22				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
Rolling Stock Total								63	271	64	0		
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
Rolling Stock Total									0	0	176		
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
North Central Service		Antioch, IL (Lake Co.)	Chicago Union Station	15	0	15	0	15				85.6	52.8
Rolling Stock Total								63	151	55	0		
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
Rolling Stock Total								22	81	30	0	96.9	46.6
Downtown Stations				5	0	5	0	5					
System Totals				242	1	243	10	186	674	187	176	1,154.9	487.5

\*Rolling stock is allocated by District not line.

**METRA OPERATING & SERVICE CHARACTERISTICS AS OF 2024**

Carrier/Line		Revenue Trains *			Train Miles	Car Miles	On-Time Performance	
		Weekday	Sat	Sun/Hol	Jul 2023 - Jun 2024		2023 Average	Jan - Jun 2024 Average
BNSF		91	36	36	883,425	6,473,194	96.5%	97.0%
Union Pacific	North	71	26	18	696,667	4,351,401	96.3%	96.7%
	Northwest	78	34	21	1,077,819	7,114,865	93.8%	94.9%
	West	58	20	18	713,750	5,646,509	92.7%	91.5%
Electric District	Main Line	67	42	24	607,802	3,333,186	96.7%	98.5%
	Blue Island	22	8	0	108,085	396,828	97.0%	98.3%
	So Chicago	42	32	20	178,314	721,889	97.2%	98.3%
Heritage Corridor		6	0	0	57,852	235,326	91.2%	90.6%
Milwaukee District	North	54	20	18	671,105	4,290,301	91.2%	92.3%
	West	52	24	18	575,015	3,822,665	95.0%	94.7%
North Central Service		14	0	0	186,769	1,012,104	89.7%	86.0%
SouthWest Service		30	0	0	247,793	1,463,590	91.9%	89.8%
Rock Island District		80	33	29	718,487	5,323,592	95.2%	96.8%
<b>System Totals/Averages</b>		<b>665</b>	<b>275</b>	<b>202</b>	<b>6,722,883</b>	<b>44,185,449</b>	<b>94.9%</b>	<b>95.4%</b>

\* Based on schedule in effect July 15, 2024



Exhibit 29

**RIDERSHIP-RELATED STATISTICS: JULY 2023 - JUNE 2024**

**Estimated Ridership Based on Ticket Sales**

Carrier/Line		July 2023 - June 2024				
		Annual Passenger Trips*	Annual Passenger Miles*	Annual Passenger Revenue	Avg Rev Per Passenger Trip	Avg Trip Length (miles)
BNSF		6,599,400	153,387,300	32,666,600	\$4.95	23.2
Union Pacific	North	4,511,500	78,058,900	18,840,100	\$4.18	17.3
	Northwest	4,974,200	124,016,900	23,287,600	\$4.68	24.9
	West	3,539,600	78,377,400	17,289,100	\$4.88	22.1
Metra Electric		3,881,400	63,135,900	11,390,900	\$2.93	16.3
Heritage Corridor		277,500	7,374,600	1,377,300	\$4.96	26.6
Milwaukee District	North	3,044,300	70,248,900	14,274,100	\$4.69	23.1
	West	2,446,300	60,136,400	11,617,900	\$4.75	24.6
North Central Service		585,200	18,160,900	3,003,500	\$5.13	31.0
SouthWest Service		930,600	18,008,700	4,367,700	\$4.69	19.4
Rock Island		3,111,300	69,414,300	10,691,900	\$3.44	22.3
<b>System Totals*</b>		<b>33,901,500</b>	<b>740,320,200</b>	<b>148,806,800</b>	<b>\$4.39</b>	<b>21.8</b>

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

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

Exhibit 30

**FORECASTED RIDERSHIP AND VEHICLE MILES / 2023-2027**

	2023 Actual	2024 Projected*	2025 Forecast	2026 Forecast	2027 Forecast
<b>Passenger Trips</b>	31,988,000	36,504,000	39,000,000	41,028,000	43,079,000
Year-to-Year Change		14.1%	6.8%	5.2%	5%
<b>Passenger Miles</b>	706,106,000	805,793,000	860,867,000	905,652,000	950,928,000
Year-to-Year Change		14.1%	6.8%	5.2%	5%
<b>Revenue Car Miles</b>	43,164,000	44,225,000	46,447,000	46,533,000	46,533,000
Year-to-Year Change		2.5%	5%	0.2%	0%

\*Based on January-August actuals

**RIDERSHIP-RELATED STATISTICS: JULY 2023 - JUNE 2024****Average Passenger Loads (conductor counts)**

Carrier/Line		July 2023 - June 2024						
		Weekday Average					Avg Saturday	Avg Sunday
		Peak	Reverse	Midday	Evening	Total		
BNSF		23,700	1,800	4,400	2,200	32,000	10,000	6,400
Union Pacific	North	14,500	4,000	4,600	2,000	25,100	8,300	5,400
	Northwest	16,800	1,700	4,300	1,700	24,500	11,500	6,800
	West	13,100	1,200	1,900	1,100	17,400	5,800	4,100
Metra Electric	Main Line	6,400	700	2,000	900	10,000	4,200	2,400
	Blue Island	900	200	300	0	1,400	500	0
	So Chicago	1,500	600	900	200	3,200	2,000	1,100
Heritage Corridor		1,200	0	0	0	1,200	20	0
Milwaukee District	North	8,300	1,000	1,700	600	11,600	2,800	2,100
	West	6,800	500	1,300	600	9,200	3,100	2,100
North Central Service		1,800	100	400	0	2,300	0	0
SouthWest Service		3,500	100	400	100	4,000	0	0
Rock Island		9,700	500	1,800	500	12,600	2,800	1,900
<b>System Totals</b>		<b>108,100</b>	<b>12,200</b>	<b>24,000</b>	<b>10,100</b>	<b>154,400</b>	<b>51,100</b>	<b>32,400</b>

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

# APPENDICES FARE STRUCTURE

Exhibit 32

## FARE STRUCTURE: TICKET OPTIONS AND FARES

### Metra 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.											
<b>Riding Today Only?</b>											
<b>One Way</b> 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	•	•	•
<b>Day Pass</b> 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	•	•	
<b>Savings for Frequent Riders!</b>											
<b>Day Pass 5-Pack</b> <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		•	
<b>Monthly Pass</b> <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	•	•	
<b>Savings for Weekend Riders!</b>											
<b>Saturday, Sunday, or Holiday Day Pass</b> Unlimited rides systemwide on either Saturday or Sunday or major holidays. Expires 3 a.m. the next day.	\$7.00				Not Applicable (\$7.00)				•	•	•
<b>Weekend Pass</b> 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)					•	
<b>Frequent Rider also using CTA or Pace?</b>											
<b>Regional Connect Pass</b> 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					•	



Exhibit 33  
**METRA FARE ZONES**

# Metra Fare Zones

## Metra Fare Zones

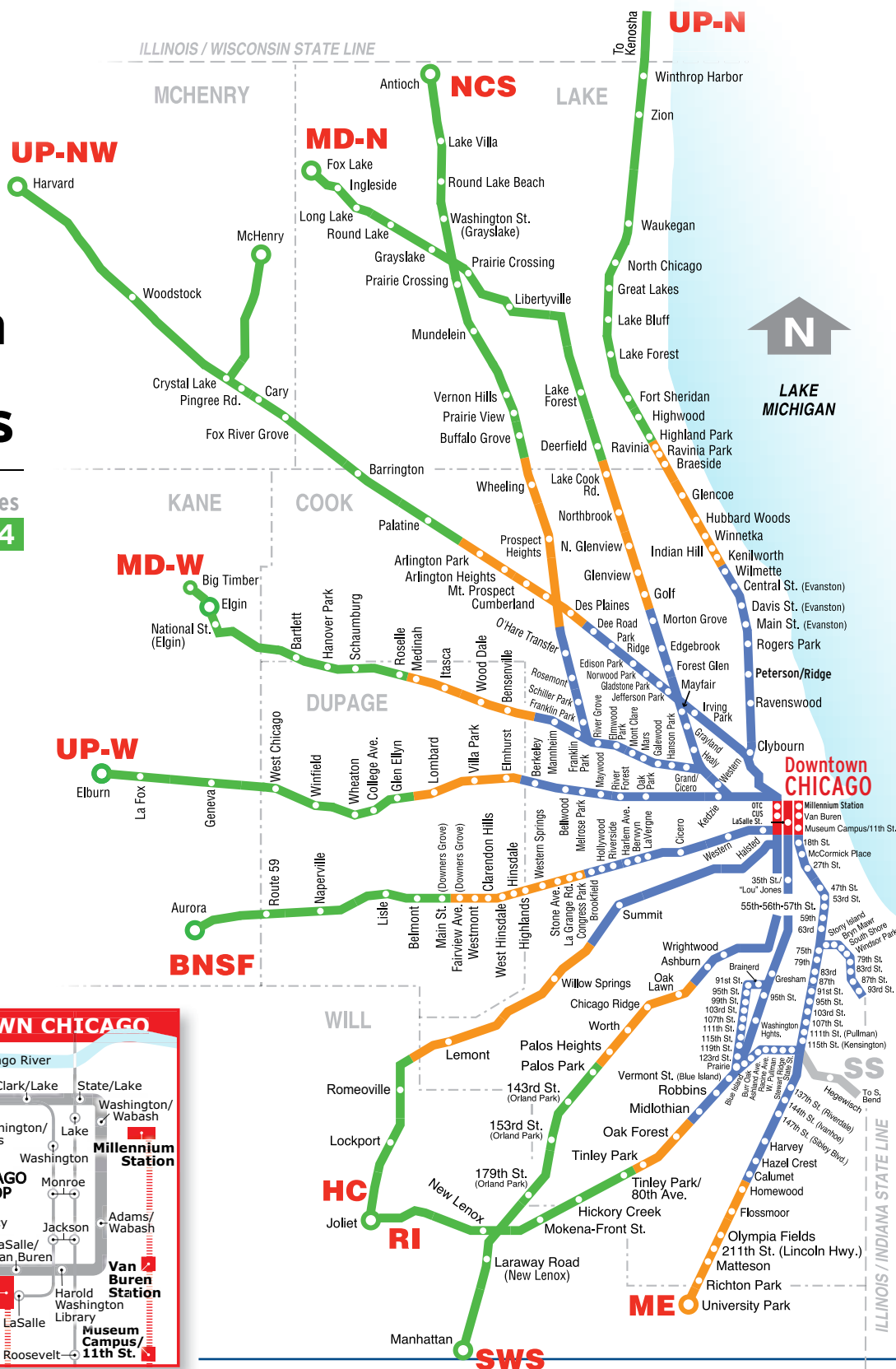


Exhibit 34

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 St.	0.8										
			Museum Campus/11th St.	1.4										
2	Halsted St.	1.8	18th St.	2.2	State St.	15.6	Stony Island	9.1	Summit	11.9	Western Ave.	2.9	Western Ave.	2.9
	Western Ave.	3.8	McCormick Place	2.7	Stewart Ridge	16.0	Bryn Mawr	9.7			Healy	6.4	Grand/Cicero	6.5
	Cicero	7.0	27th St.	3.2	West Pullman	16.7	South Shore	10.3			Grayland	8.2	Hanson Park	7.7
	LaVergne	9.1	Kenwood/47th St.	5.9	Racine Ave.	17.0	Windsor Park	10.9			Mayfair	9.0	Galewood	8.6
	Berwyn	9.6	Hyde Park 51st/53rd St.	6.5	Ashland Ave.	17.9	Cheltenham/79th St.	11.5			Forest Glen	10.2	Mars	9.1
	Harlem Ave.	10.1	55th-56th-57th St.	7.0	Burr Oak	18.4	83rd St.	12.0			Edgebrook	11.6	Mont Clare	9.5
	Riverside	11.1	Univ. of Chicago/59th St.	7.4	Blue Island	18.9	87th St.	12.5			Morton Grove	14.3	Elmwood Park	10.2
	Hollywood	11.8	63rd St.	7.9			93rd St.	13.2					River Grove	11.4
	Brookfield	12.3	75th St.	9.3									Franklin Park	13.2
			79th St.	10.0									Mannheim	14.0
			83rd St.	10.4										
			87th St.	10.9										
			91st St.	11.4										
			95th St.	12.0										
			103rd St.	13.0										
			107th St.	13.5										
			Pullman/111th St.	14.0										
			Kensington/115th St.	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
	LaGrange/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 Rd.	23.0		
	Hinsdale	16.9	Richton Park	29.3										
	West Hinsdale	17.8	University Park	31.5										
	Clarendon Hills	18.3												
	Westmont	19.5												
4	Fairview Ave.	20.4												
	Downers Grove/ 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									Grayslake	41.0	National St./Elgin	36.0
	Aurora	37.5									Round Lake	44.0	Elgin	36.6
											Long Lake	46.0	Big Timber Rd./Elgin	39.8
											Ingleside	47.8		
											Fox Lake	49.5		

\* OTC=Ogilvie Transportation Center

\*\* Used during summer concert season



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./Beverly	11.3	Ashburn	12.6	Ravenswood	6.5	Irving Park	7.0	Oak Park	8.5
	Belmont Ave./ Franklin Park	13.0	95th St./Longwood	10.9	95th St./Beverly	11.7			Peterson/ Ridge	8.1	Jefferson Park	9.1	River Forest	9.7
	Schiller Park	14.8	Washington Heights	12.0	99th St./Beverly	12.3			Rogers Park	9.4	Gladstone Park	10.1	Maywood	10.5
	Rosemont	15.6	Blue Island/Vermont St.	15.7	103rd St./Beverly	12.8			Main St./ Evanston	11.0	Norwood Park	11.4	Melrose Park	11.3
	O'Hare Transfer	17.1	Robbins	17.2	107th St./Beverly	13.3			Davis St./ Evanston	12.0	Edison Park	12.6	Bellwood	12.6
			Midlothian	18.4	111th St./Morgan Park	13.8			Central St./ Evanston	13.3	Park Ridge	13.5	Berkeley	14.3
					115th St./Morgan Park	14.3			Wilmette	14.4	Dee Road	15.0		
					119th St.	14.8								
					123rd St.	15.2								
					Prairie St.	15.8								
					Blue Island/ Vermont St.	16.4								
3	Prospect Heights	24.0	Oak Forest	20.4			Oak Lawn	15.2	Kenilworth	15.2	Des Plaines	17.1	Elmhurst	15.7
	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	Mount 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 Park**	20.9				
4									Ravinia	21.5				
	Buffalo Grove	29.5	80th Ave./Tinley Park	25.1			Palos Park	20.3	Highland Park	23.0	Palatine	26.4	Glen Ellyn	22.4
	Prairie View	31.6	Mokena/Hickory Creek	27.5			143rd St./Orland Park	23.6	Highwood	24.5	Barrington	31.9	College Ave.	23.8
	Vernon Hills	33.0	Mokena/Front St.	29.6			153rd St./Orland Park	25.2	Fort Sheridan	25.7	Fox River Grove	37.3	Wheaton	25.0
	Mundelein	36.9	New Lenox	34.0			179th St./Orland Park	28.9	Lake Forest	28.3	Cary	38.6	Winfield	27.5
	Prairie Crossing/ Libertyville	40.7	Joliet	40.0			Laraway Road	35.8	Lake Bluff	30.2	Pingree Road	41.7	West Chicago	29.8
	Washington St./ Grayslake	43.9					Manhattan	40.8	Great Lakes	32.0	Crystal Lake	43.2	Geneva	35.5
	Round Lake Beach	45.9							North Chicago	33.7	McHenry	50.6	La Fox	40.9
	Lake Villa	48.2							Waukegan	35.9	Woodstock	51.6	Elburn	43.6
	Antioch	52.8							Zion	42.1	Harvard	63.1		
									Winthrop Harbor	44.5				
									Kenosha	51.5				









## APPENDICES OPERATING BUDGET PROCESS & CALENDAR

Metra's annual budget development process serves as the foundation for its financial planning and control. The Chief Financial Officer and Finance Department 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's Operating Budget and two-year Financial Plan are developed with the following objectives: controlling expenses while working to meet the challenges of improving service and complying with increasingly complex regulatory and security mandates.

The operating expense budget is developed by considering current and anticipated expense trends, economic forecasts, contractual agreements, and planned service levels. Beginning in June of the preceding budget year, departments throughout the agency provide headcount and expense information needed to develop a budget for the costs of providing, maintaining, and administering commuter operations. These submissions are reviewed and evaluated by staff. Metra also gathers information from its purchase of service agreement carriers about costs.

To budget operating revenue, staff analyzes ridership trends and current and proposed fare policies while considering contractual and market-based escalation factors for other operating revenue items. In terms of public funding, the RTA, per the RTA Act, 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. Metra and the other service boards begin meetings with the RTA in May to discuss sales tax trends, economic factors, and legislative initiatives that can impact the public funding estimate. The series of meetings and budget discussions improve the budget process by allowing the RTA to consider up-to-date

input on financial matters before making its September 15 decision on funding levels and recovery ratio requirements.

Budget information is then 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 the requirements of: (a) a "balanced budget" where anticipated operating revenues and subsidies balance anticipated costs for providing the services and (b) meeting a "revenue recovery ratio" threshold, where the level of fares and other system-generated revenues is compared to the total of operating and administrative costs and meet or exceed the RTA determined target. (Note that this requirement has been waived through 2025 due to the impact of the coronavirus pandemic on system-generated revenue).

After the operating budget for the upcoming year is completed, the two-year financial plan is then developed based on known and expected cost increases, initiatives, and trends. The completed Budget and two-year Financial Plan is then presented to Metra management in early September. With management's approval, the completed budget and plan is presented to the Metra Board at its October Meeting, with approval requested for submission for public comment, consisting of public hearings and county board presentations, as well as submission to the RTA.

Metra is required to hold at least one public budget hearing in each of the six counties that it serves. Metra also meets with each of the region's 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 about the proposed budget.

After considering comments resulting from this outreach, 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. The RTA Board then votes 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. Each department is responsible for adhering to budgeted spending levels and managing its operations efficiently and aligning with Metra’s goals and programs authorized by the Board.

Exhibit 35

KEY DATES AND EVENTS IN THE METRA 2025 BUDGET DEVELOPMENT CYCLE

2025 Budget Development Calendar	
Date	Event
May - August	Budget discussions / meetings with RTA and other service boards
June 17	Budget instructions and expense templates distributed to managers
July 12	Budget templates due from managers
July-August	Staff reviews and evaluates templates, and develops a preliminary budget
September 15	RTA sets 2025 - 2027 Funding Marks
September 18	Staff presents key budget drivers and ranges to Metra Board
October 10	Staff presents proposed Operating Budget and two-year Financial Plan to Metra Board
October 11	2025 Operating Budget and two-year Financial Plan released to the Public and to RTA Finance staff
November 6 & 7	Public Hearings on Metra’s Proposed 2025 Budget and two-year Financial Plan
November 13	Metra Board votes to approve and adopt proposed 2025 Budget and two-year Financial Plan
November 15	Metra submits Final 2025 Budget and two-year Financial Plan to RTA
November	RTA staff reviews and evaluates Pace, Metra and CTA budgets for compliance
November 22	Metra presents its 2025 Budget and two-year Financial Plan to the RTA Finance Committee
December 19	RTA Board votes to approve and adopt 2025 Regional Budget (including Metra final budget)



# APPENDICES FINANCIAL POLICIES

## **Basis of Accounting**

Metra maintains its accounting records and prepares its financial reports in conformity with U.S. generally accepted accounting principles (GAAP) applicable to governmental entities. The financial activities of Metra are organized on the basis of an individual fund which is an accounting entity segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations. Metra operates as an enterprise fund, a type of proprietary fund. Metra prepares its financial statements using the accrual basis of accounting. Metra maintains a chart of accounts consistent with the FTA's financial reporting requirements. In general, these accounts are established by activity type (i.e., labor, materials, and other) for four main expense object areas: transportation; mechanical; engineering; and administration.

## **Reporting Entity**

Metra has defined its reporting entity as a primary government unit based on the criteria in the Governmental Accounting Standard Board (GASB) Statement No. 14, "The Financial Reporting Entity" and GASB Statement No. 39, Determining Whether Certain Organizations Are Component Units—An Amendment of GASB Statement No. 14.

## **External Audit**

An independent accounting firm performs an annual examination of Metra's financial statements including Single Audit requirements. Metra's goal is to receive an unqualified opinion on the financial statement audit and a separate report that Metra is in compliance with all federal single audit requirements.

## **Working Capital Policy**

To allow for the payment of obligations in a timely manner Metra adopted a Working Capital Policy. The policy adopts best practices outlined by the Government Finance Officers Association (GFOA). Working capital is defined by the GFOA as the difference between current assets and current liabilities. For Metra's policy, the unexpended, approved PBV capital projects balance is also deducted from current assets. The policy requires working capital of between 45 and 90 days.



## **Investment Policy**

The Metra Board of Directors has adopted an investment policy that governs the investment of public funds. The policy conforms to all applicable State statutes. The primary objectives, in priority order, of Metra's investment activities shall be:

1. Safety of Principal

Safety of principal is the foremost objective of Metra. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

2. Liquidity

The portfolio will be substantially liquid for the purpose of meeting all operating and capital requirements which might be reasonably anticipated.

3. Yield

The portfolio is designed to attain a competitive return rate throughout budgetary and economic cycles equivalent to the portfolio's investment risk constraints and cash flow characteristics. An objective of Metra's investment policy is to attain a market average or better return rate throughout budgetary and economic cycles, considering risk, constraints, cash flow, and legal investment restrictions.

## **RTA Funding Policy**

This policy establishes the basis for RTA funding of Metra. RTA policy is to pass through actual funding results based on the source. In September 2022, the RTA rescinded the requirement that positive budget variances from operations be used for capital projects or finite operating uses subject to RTA budgetary approval. Lastly, the RTA Reserve Policy, established in October 2015, requires the service boards to maintain adequate reserves to address funding and revenue shortfalls and expense overruns. Metra's working capital policy satisfies this requirement.

## **Asset Inventory/Condition Assessment**

Metra performs a biennial fixed asset inventory, as required by the Federal Transit Administration (FTA). The FTA has established stringent controls over the procurement, use, maintenance, and disposition of federally funded public transportation assets. The FTA requires the biennial fixed asset inventory to be reconciled to records and accurately reported on the audited financial statements of the agency. Metra is required to ensure safeguards are in place to prevent loss, damage, theft, and premature failure of assets. Leases of equipment by Metra to subcontractors must be provided for use and control of assets in accordance with federal regulations. The disposition of assets is also strictly controlled by federal regulations with useful life standards established for each asset type. All Metra fixed assets are subject to these control standards.

The FTA also requires Metra to develop and maintain a Transit Asset Management (TAM) Plan. TAM plans include an asset inventory, condition assessments of inventoried assets, and a prioritized list of improvements to attain the state of good repair (SGR) of capital assets. Transit providers are required to set performance targets for their capital assets based on SGR measures and report their targets, as well as other information related to the condition of capital assets, to the National Transit Database (NTD). All major assets are included in future capital improvement replacement plans contained in the annual capital program and budget document.

### **Risk Management**

Metra purchases excess insurance for potential catastrophic occurrences and incorporates risk control and claims management techniques to manage the cost of more frequent, predictable property/casualty loss exposures. Metra utilizes risk management and actuarial data to establish reserves for incurred and incurred-but-not-reported claims to establish appropriate funded reserves to pay future potential liabilities.

Metra currently maintains a Self-Insured Retention (SIR) for automobile liability, general liability, and workers' compensation exposures. Excess liability insurance is purchased above the SIR, and additionally, Metra may utilize the RTA Loss Financing Plan to finance recovery for qualified losses. Metra also purchases other property/casualty excess policies including crime, cyber liability, director and officer liability, employment practices liability, pollution, and property (including boiler & machinery).

Metra also has elected to self-insure a portion of its health and welfare exposures. Metra maintains stop-loss coverage for any individual health claims exceeding \$150,000.

### **Debt Policy**

Effective January 2014, Metra was authorized by the state of Illinois to issue up to \$1 billion in bonds for capital improvements. The legislation authorizing Metra to issue debt for capital improvements limits how Metra may issue the bonds, what projects may be financed, and how the debt is to be repaid. The bonds are not to be general obligations of Metra but rather revenue bonds. The amortization schedule(s) cannot be greater than 25 years, nor can the principal and interest be capitalized, but rather level debt payments must be scheduled.



# APPENDICES OPERATING BUDGET POLICIES

## BUDGET POLICIES OVERVIEW

Metra is one of three service boards, along with Pace and CTA, subject to the budgetary control provisions of the Regional Transportation Authority (RTA) Act, an Illinois state statute. One of the RTA's chief responsibilities is to ensure compliance with the budgetary controls set forth by the RTA. Consistent with the requirements provided in the RTA Act, Metra has developed and uses three policies described below to guide its budget process: (a) a balanced budget policy; (b) an operating budget policy; and (c) a long-term financial planning policy.

### BALANCED BUDGET POLICY

#### OVERVIEW

As described in the Budget Process and Calendar section, the RTA Act requires Metra to submit an adopted operating budget for the coming fiscal year (calendar basis) and a two-year financial plan covering the two subsequent years. Once the budget is submitted, the RTA evaluates the budget against seven key criteria as established in the RTA Act. The first of the criteria constitutes the definition of a balanced budget as described below:

The budget plan must show a balance between (a) anticipated revenue from all sources including operating subsidies, and (b) the costs of providing the services specified and funding any operating deficits or encumbrances incurred in prior periods, including provision for payment when due of principal and interest of outstanding indebtedness.

In addition to the language in the RTA Act, Metra's balanced budget policy allows transfers from fund equity (available funds), defined as the excess of revenues over expenditures

accumulated from prior years that haven't been appropriated, encumbered or programmed for capital projects, and that are present in the form of cash to be considered a revenue source. Alternatively, Metra's annual budget can show a surplus, with such surplus either specifically programmed for Metra-funded capital spending or used to increase operating reserves.

### OPERATING BUDGET POLICY

#### OVERVIEW

The operating budget is Metra's annual financial plan for operations and is an essential element of financial planning, control, and performance evaluation. Developed annually, the operating budget includes all departments of Metra involved in operation, maintenance, and administration activities related to commuter rail service. The following items are key components of Metra's operating budget policy.

#### A. Basis of Budgeting

The basis for preparing the operating budget and two-year financial plan is the same as the basis of accounting. Metra's actual financial statements are maintained in accordance with U.S. generally accepted accounting principles (U.S. GAAP) applicable to governmental entities. Metra's accounts are organized as an enterprise fund type. This means that Metra's financial activities are recorded like a non-governmental business enterprise on the accrual basis of accounting, where revenue is recognized when earned and measurable and expenses are recorded at the time the liabilities are incurred regardless of related cash flows.

#### B. Budget Monitoring and Reporting

To ensure compliance with the RTA Act requirements, Metra is required to report quarterly budget results to the RTA within 30 days of a quarter's end. The RTA

evaluates the results and formally adopts an ordinance which assesses compliance with budgetary funding levels and recovery ratio requirements. If found to be noncompliant with the budget, the RTA may direct Metra to provide a corrective action plan and a corresponding revised budget for the RTA Board's approval.

Additionally, Metra's operating budget policy requires Metra staff to present monthly summary financial reports to Metra's Board of Directors that show actual-to-budget comparisons of operating revenues, operating expenses, sales tax receipts and other funding sources. Further, Metra's operating budget policy directs Metra's budget department to provide monthly financial reports, comparing actual-to-budget revenues and expenses to departmental, divisional, and reporting leaders to allow these leaders to understand their organization's performance against the budget and fulfill their responsibility to manage their respective budgets.

### **C. Revised Budgets**

In rare and infrequent situations, Metra may need to develop a revised budget. Metra's policy on revised budgets is based on the conditions laid out in the RTA Act. The RTA Act lists two conditions in which the RTA Board may require a revised budget: (a) when the RTA board receives a revised estimate or revises any estimate the RTA Board had made related to receipts collected by the authority which, in the judgment of the Board, requires a change in the estimates on which the budget of any service board is based; and (b) when in the judgment of the RTA Board, (Metra's) financial condition and results of operations are not substantially in accordance with Metra's approved budget. In both cases, Metra would be required to submit a revised

budget incorporating revised estimates and/or other results.

Metra's operating budget policy also includes provision for Metra management to create a revised budget without, or prior to, prompting or requirement of the RTA Board. A revised budget may be necessary due to the existence of unusual or unforeseen conditions that are impacting (or are expected to impact) current and future results.

In all cases, a revised budget must meet the balanced budget requirement of the RTA Act and receive approval by Metra's Board of Directors and RTA's Board of Directors. When fully approved, the revised budget becomes the new basis for reporting and control and accountability for the remainder of the fiscal year.

Note that operating and administrative changes that do not increase the current appropriation of total agency spending but may change the departmental location of currently budgeted amounts (such as reorganizations or transfers of budgeted dollars between cost categories, departments, or divisions) do not require a revised budget. Further, except in limited circumstances, the current budget will not be adjusted for these changes.

### **D. Contingency Funds**

Metra's operating budget policy allows for contingency funds in designated department budgets. These contingency funds are not required to be allocated for specific activities or amounts and can be used, with the approval of Metra's Executive Director, to offset expenditures for unexpected maintenance or other unanticipated expenses that might occur during the year. Examples of such expenses include, but are

not limited to, higher-than-expected costs related to snow and inclement weather, unexpected increases in spot market fuel costs, higher-than-anticipated insurance deductibles, unexpected legal expenses, unanticipated market studies or other consulting services, and equipment repairs.

## LONG-TERM FINANCIAL PLANNING POLICY

### OVERVIEW

Metra's long-term financial planning for operations and maintenance activities and costs consists of annually creating a two-year financial plan that reflects management's expected course of action during the period and presents the expected financial results of those actions. The RTA Act (Section 3B.10) requires Metra to submit a financial plan for the two fiscal years following the budgeted fiscal year in the same time frame (Metra Board approval and submission to the RTA is due by November 15) and consistent with the same requirements applied to the annual budget, specifically that each year of the plan shows a balance between revenues and operating expenditures.

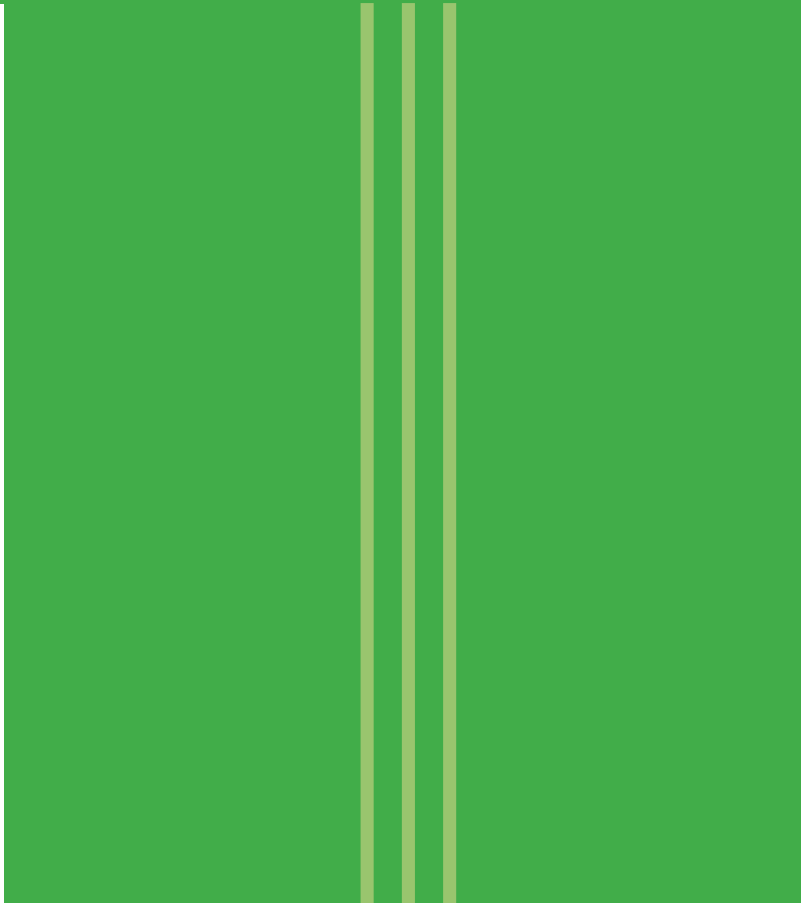
### A. Methodology

Although constructed in less detail than the annual budget, Metra's two-year financial plan is still robustly constructed.

1. Inflation and contractual assumptions applied against the most recently created annual budget will be the fundamental building blocks for developing the two-year plan.
2. The two-year plan will include known and/or expected changes to certain other assumptions and inputs, such as: sales tax funding, service levels, fare structure, revenues and costs from partner agreements, and operating costs, as appropriate.
3. The two-year financial plan will also incorporate components and initiatives from Metra's current five-year strategic plan expected to be undertaken during the projection period.

### B. Structure

The two-year financial plan will be constructed and presented in a comparable way to the annual budget for operations and maintenance, as well as historical audited financial statements.





# APPENDICES PERFORMANCE MEASURES

## STRATEGIC PLAN REPORT CARD

To track the implementation of the Metra's 2023-27 Strategic Plan: *My Metra, Our Future*, and measure our success, a Strategic Plan Report Card is developed quarterly and published on Metra's website.

[metra.com/strategic-plan](https://metra.com/strategic-plan)

## Consolidated Operations Reports

Metra provides ridership and on-time performance reports, which provide data for analysis of ridership patterns and patterns related to delays that are used in service planning. Metra also provides a regularly updated ridership dashboard showing crowding levels on each train to help riders plan their travel. These reports are available to the public via the links provided below.

[metra.com/ridership-reports](https://metra.com/ridership-reports)

[metra.com/time-performance-reports](https://metra.com/time-performance-reports)

[metra.com/dashboard](https://metra.com/dashboard)

## RTA Peer Reports

Published in April 2022, the latest Regional Report Card, developed by RTA, found that the COVID-19 pandemic had a significant and negative impact on nearly every performance measure and will likely continue to affect transit performance for years to come. The report, which looks at data submitted to the FTA's National Transit Database, found that ridership in our region, which had declined for seven consecutive years before the pandemic, dropped dramatically in 2020. Annual systemwide ridership for 2020 totaled 230.9 million, a 58% decrease from 2019.

[www.rtachicago.org/region/how-system-working#Regional-Transit-Report-Card](https://www.rtachicago.org/region/how-system-working#Regional-Transit-Report-Card)



## APPENDICES 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) Removed the chair of the CTA as a member of the RTA Board.

**Accident Prediction and Severity (APS) model** – A tool used by federal, state, and local authorities to assess accident risk at highway-rail grade crossings.

**Access Pilot Program** – A partnership between RTA, Metra, and Cook County designed to provide reduced fares to low-income Metra riders. The Access Program is an expansion of the RTA's Ride Free and Reduced Fare programs and is open to all recipients of the Supplemental Nutrition Assistance Program, or SNAP, living in the counties of Cook, DuPage, Kane, Lake, McHenry, and Will. The program will run from Feb. 1, 2024, to July 31, 2025.

**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 Public Transportation Association (APTA)** – A nonprofit international association of more than 1,500 public and private sector organizations. APTA represents all modes of public transportation in North America, including bus, paratransit, light rail, commuter rail, subways, waterborne services, and intercity and high-speed passenger rail.

**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.

**Application Programming Interface (API)** – A software intermediary that allows two applications to talk to each other.

**Association of American Railroads (AAR)** – Founded in 1934, AAR is a railroad policy, research, standard-setting, and technology organization focused on the safety and productivity of the U.S. freight rail industry. AAR members include the six Class I freight railroads operating in the United States, Canada and Mexico, as well as Amtrak. Affiliates and Associates include non-Class I and commuter railroads, rail supply companies, engineering firms, signal and communications firms and railcar owners.



**Automatic Equipment Identification (AEI) scanning systems** – An electronic recognition system in use within the North American railroad industry. Consisting of passive tags mounted on each side of rolling stock and active trackside readers, AEI uses RF technology to identify railroad equipment while en route.

**Bipartisan Infrastructure Law (BIL)** – The Bipartisan Infrastructure Law, formally enacted as 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.

**Build America, Buy America Act (BABAA)** – Enacted as part of the Infrastructure Investment and Jobs Act (IIJA) on November 15, 2021, the Act requires that all iron, steel, manufactured products, and construction materials used in federally funded infrastructure projects be produced in the United States.

**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 and the expected funding sources. Metra maintains an annual capital program and a four-year capital program that 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 aligned with Metra’s strategic plan, Metra’s Transit Asset Management (TAM) Plan, and other requirements.



**Centralized Traffic Control (CTC)** – A communications system that consolidates train routing decisions that were previously carried out by local signal operators, or the train crews themselves. The system consists of a centralized train dispatcher's office that controls railroad interlockings and traffic flows in portions of the rail system designated as CTC territory.

**Chicago Hub Improvement Program (CHIP)** – An Amtrak-led set of projects to transform the century-old Chicago Union Station into a better regional terminal that matches the needs of passengers and the modern operational needs of Amtrak and Metra. CHIP includes projects inside Union Station, and projects that improve rail access to the station by reducing conflicts with passenger and freight railroads.

**Chicago Mercantile Exchange (CME)** -- The Chicago Mercantile Exchange is a key part of America's financial infrastructure. Originally a marketplace for settling agricultural futures, it is now a major trading hub for precious metals, foreign currencies, treasury bonds, cryptocurrencies, and many kinds of derivatives.

**Chicago Metropolitan Agency for Planning (CMAP)** – The regional planning agency responsible for long-range planning to help seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, environmental, 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 use CPF while senators use CDS. The processes to request CPF/CDS funding differ 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 the COVID-19 pandemic. 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 the Public Transportation Fund (PTF) and a portion of the RTA Sales Tax allocated by the RTA to Service Boards.

**Discretionary Grants** – Funds awarded through a competitive application process. Applicants submit proposals detailing information about their organization or project based on the individual grant program criteria. These programs usually require a local match to be offered by an applicant, such as Metra, which is variable based on the grant program requirements.

**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 Generally Accepted Accounting Principles.

**Fare** – The amount charged to passengers for rail services.

**Federal Fiscal Year (FFY)** – The accounting period for the federal government that begins October 1 and ends 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 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. Illinois' State Fiscal Year begins July 1 and ends June 30. The Federal Fiscal Year begins October 1 and ends September 30.

**Formula Funds** – FTA provides annual federal grants to transit agencies nationwide based on formulas that consider a metropolitan region's population, the size and age of the transit systems, and other factors. Federal formula funds can broadly be used for capitalized expenses relating to planning, engineering, design and evaluation of transit projects and other technical transportation-related studies, the procurement of vehicles and equipment, and capital construction activities. Federal Formula Funds are typically granted to Metra from the Section 5307 - Urbanized Area Formula Grants, and Section 5337 - State of Good Repair Grants programs.

**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 September 15 about 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.

**Grade Crossing Inventory System (GCIS)** – A database of rail crossings compiled and maintained by the FRA.

**Head-end Power (HEP)** – The electrical power distribution system on a passenger train. The power source, usually a locomotive (or a generator car) at the front or 'head' of a train, provides the electricity used for heating, lighting, electrical and other needs.

**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 federal bill that provides new, historic funding that will modernize our nation’s roads, bridges, transit, rail, ports, airports, broadband, and drinking water and wastewater infrastructure from FFY2022-2026.

**Innovation, Coordination, and Enhancement (ICE) Fund** – 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.

**Interoperable Train Control Messaging (ITCM)** – An advanced middleware messaging system customized for the railroad industry that supports seamless communication across multiple organizations in tens of thousands of remote endpoints. It allows the back office and railroads to exchange messages regardless of their physical location or type of connectivity.

**Justice40 Initiative** – Federal goal to ensure that 40% of the overall benefits of certain federally funded project investments flow to disadvantaged communities across one or more of the following areas: climate change, clean energy and energy efficiency, clean transit, affordable and sustainable housing, training and workforce development, remediation and reduction of legacy pollution, and the development of critical clean water and wastewater infrastructure.

**Lean Six Sigma** – A team-focused managerial approach that seeks to improve performance by eliminating resource waste and defects.

**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.

**Metra Capital (MetCap)** – Metra farebox funding for capital improvement projects is primarily sourced from farebox revenues, retained earnings, and advertisement revenues. Metra Capital funds are often referred to as “MetCap.”

**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. NEPA requires that agencies receiving federal funds evaluate the environmental and related social and economic effects of their proposed actions and provide opportunities for public review and comment.



**National Infrastructure Project Assistance Program (Mega)** – A federal grant program, also referred to as “Mega,” 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.

**NIRCRC** – Abbreviation for the Northeast Illinois Regional Commuter Rail Corporation, which was created in 1980 as a separate operating unit to run commuter rail service on behalf of the RTA. When the RTA was restructured in 1983, the Illinois General Assembly placed the operating responsibilities on three separate service boards: the Chicago Transit Authority (CTA), the Suburban Bus Division (PACE), and the Commuter Rail Division (CRD). The CRD was now responsible for supervising all commuter rail transportation in northeast Illinois through purchase of service agreements with various railroad companies, including NIRCRC, which continues to operate as a separate public corporation.

**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 related to operations, such as advertising, concessions, parking, investment income, etc.

**Other post-employment benefits (OPEBs)** – Benefits, other than pension distributions, that some employers provide to retirees. OPEBs can include paid health insurance, life insurance, and deferred compensation.

**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.

**Philadelphia Federal Reserve Survey of Professional Forecasters** – The Survey of Professional Forecasters is the oldest quarterly survey of macroeconomic forecasts in the United States. The survey began in 1968 and was originally conducted by the American Statistical Association and the National Bureau of Economic Research. The Federal Reserve Bank of Philadelphia took over the survey in 1990.

**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.

**Project Management Oversight (PMO)** – Project Management Oversight monitors the management of capital projects to determine whether the projects are on time, within budget, conform to design and quality criteria, comply with all applicable federal requirements, adhere to approved plans and specifications, and deliver the identified benefits safely, efficiently, and effectively.

**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 monthly. The RTA allocates these funds at its discretion for the benefit of the Service Boards.

**Rail Service Advisory Committee (RSAC)** – A committee created and overseen by the FRA composed of 51 voting representatives from 26 member organizations, representing various rail industry perspectives. RSAC provides advice and recommendations to the FRA regarding the development of the railroad safety regulatory program, including issuance of new regulations, review and revision of existing regulations, and identification of non-regulatory alternatives for railroad safety improvement.

**Rail Vehicle Replacement (RVR) Program** – A competitive FTA program that makes funding available for capital projects to replace rail rolling stock used in passenger service. The program is a set-aside of the State of Good Repair Formula Grants Program (49 U.S.C. 5337).

**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 (PTF), State Assistance, and other funding streams for 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.

**Self-Insured Retention (SIR)** – A dollar amount specified in a liability insurance policy that must be paid by the insured before the insurance policy will respond to a loss.

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

**Supplemental Nutrition Assistance Program (SNAP)** – Previously known as “food stamps,” this federal program provides benefits to low-income families to supplement their grocery budget.

**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 SCIP 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.

**Suburban Community Mobility Fund (SCMF)** – A fund mandated by the 2008 revised RTA Act requiring that the RTA create a fund to make grants to Pace for the purpose of operating transit services, other than traditional fixed-route services, that enhance suburban mobility. This includes services such as demand-responsive transit services, ride sharing, van pooling, service coordination, centralized dispatching and call taking, reverse commuting, service restructuring, and bus rapid transit.

**Supervisory Control and Data Acquisition (SCADA) system** – Used for controlling, monitoring, and analyzing industrial devices and processes. The system consists of both software and hardware components and enables remote and on-site gathering of data from the industrial equipment.



**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.

**Train Reporting and Customer Communications (TRACC)** – The Metra department responsible for passenger services, ticket services, and station staff. The department operates the TRACC Center, which monitors train movements on Metra's 11 lines and provides real-time updates to customers. The department oversees projects that help ADA passengers navigate the Metra system, and responds to customer inquiries and complaints.

**Transit Asset Management (TAM) Plan** – An FTA-required plan for every agency that receives federal funds and owns 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.

**Uniform Standard of Accounts (USOA)** – The basic reference document for the National Transit Database. It contains the accounting structure required by federal transit laws (previously Section 15 of the Federal Transit Act).

**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.

**Ultra-low sulfur diesel (ULSD)** – A cleaner-burning diesel fuel containing a maximum of 15 parts per million (ppm) of sulfur.

**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** – Miles 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 24-11 2025 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 2025 Operating Budget and Capital Program, the Proposed 2026-2027 Financial Plan, and the Proposed 2026-2029 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 2025 Operating Budget and Capital Program, the Proposed 2026-2027 Financial Plan, and the Proposed 2026-2029 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.

## APPENDICES STAKEHOLDER OUTREACH

### STAKEHOLDER OUTREACH

Metra 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. Each 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 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.

Metra maintains a continuous dialogue with riders and the general public through multiple social media channels ([Facebook](#), [X](#), [YouTube](#), [Instagram](#), [LinkedIn](#), [Threads](#)) and via our website: [metra.com](#). Our customer response team receives more than 10,000 comments per year that are all responded to and resolved to the best of our ability. Metra provides an opportunity for riders to give us immediate feedback on their experience through a customer satisfaction survey that is accessed via a QR code found on our trains. This feedback not only helps Metra better understand rider preferences and experiences, but it allows for feedback on new topics since questions can be added or changed to address a specific topic.

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. There is an opportunity to provide public comment at each Metra Board meeting. Metra also deploys focused surveys to gauge public feedback for certain initiatives such as feedback on the development of the Systemwide Network Plan or reaction to proposed schedule changes.

In addition, Metra's budget and capital program development 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.



# APPENDICES PUBLIC HEARING NOTICE

The Commuter Rail Division of the Regional Transportation Authority (Metra) announces public hearings on the 2025 Proposed Budget, the 2026-2027 Financial Plan, and the 2025-2029 Proposed Capital Program.

**PUBLIC NOTICE IS HEREBY GIVEN** that the Board of Directors of the Commuter Rail Division of the Regional Transportation Authority hereby releases the 2025 Proposed Budget, the 2026-2027 Financial Plan, and the 2025-2029 Proposed Capital Program for public hearing and discussion. The FY2025 Proposed Budget does not include a fare increase.

In FY2025, 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 in the virtual public hearing. Pre-registration is not required. Please follow the instructions below to join the virtual meeting from your laptop or desktop. If you do not wish to access the virtual meeting from a laptop or desktop, you must download the TEAMS App to your mobile device or join by phone as outlined below.

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

**Step 2:** Once on the home page of your web browser, please enter the following website URL, <https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting>, in the internet browser search bar on top of the browser homepage.

**Step 3:** You will be prompted to enter the meeting ID number: **226 467 320 747**

**Step 4:** You will then be prompted to enter the meeting password: **JK45tu**. Then press "Join a meeting".

Follow these steps on Wednesday, Nov. 6, 2024, between 4-6 p.m. to present your comments. The virtual public hearing can also be attended by dialing toll free **(773) 917-7796** and entering access code: **520 369 647#** or by submitting written material at any time, but not later than 24 hours after the conclusion of the hearings on Nov. 7, 2024.

Written comments via U.S. mail can be sent to the attention of Kim Borges, Executive Administrative Assistant, External Affairs, Floor 13, 547 West Jackson Boulevard, Chicago, Illinois, 60661. Comments will also be accepted via voicemail to **(312) 322-1006**, or email to: [2025budgetcomments@metrarr.com](mailto:2025budgetcomments@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 2025 Proposed Budget, together with the FY2026-2027 Financial Plan and the 2025-2029 Proposed Capital Program, will be available for public inspection after Oct. 10, 2024, at the offices of the Metra Board, Room 1300, 547 W. Jackson Boulevard, Chicago, Illinois, and in the

offices of the Regional Transportation Authority, 175 W. Jackson Boulevard, Chicago, Illinois. The document will be available for viewing on the [metra.com](https://www.metra.com) website on Oct. 10, 2024, 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.

### FY2025 METRA PROPOSED PROGRAM AND BUDGET PUBLIC HEARING SCHEDULE

Wednesday, Nov. 6 4-6 p.m.	Thursday, Nov. 7 4-6 p.m.
<b>Will County</b> Joliet City Hall Council Chambers, City of Joliet 150 W. Jefferson Street Joliet	<b>South Suburban Cook County</b> Homewood Village Hall Village Board Room 2020 Chestnut Road Homewood
<b>DuPage County</b> Clarendon Hills Village Hall Village Board Room One North Prospect Avenue Clarendon Hills	<b>Kane County</b> Kane County Government Center Building A – 1st Floor Auditorium 719 South Batavia Avenue Geneva
<b>City of Chicago</b> Metra Board Room 13th floor 547 West Jackson Boulevard Chicago  <i>The Chicago Public Hearing will be  livestreamed and available for virtual  participation via Microsoft TEAMS</i>	<b>North Suburban Cook County</b> Hanover Park Police Department Community Room 2011 Lake Street Hanover Park
<b>Lake County</b> Mundelein Village Hall Village Board Room 300 Plaza Circle Mundelein	<b>McHenry County</b> Crystal Lake City Hall City Council Chambers 100 West Woodstock Street Crystal Lake



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