



**Metra**  
metrarail.com

**2021**

**OPERATING  
& CAPITAL  
PROGRAM  
& BUDGET**

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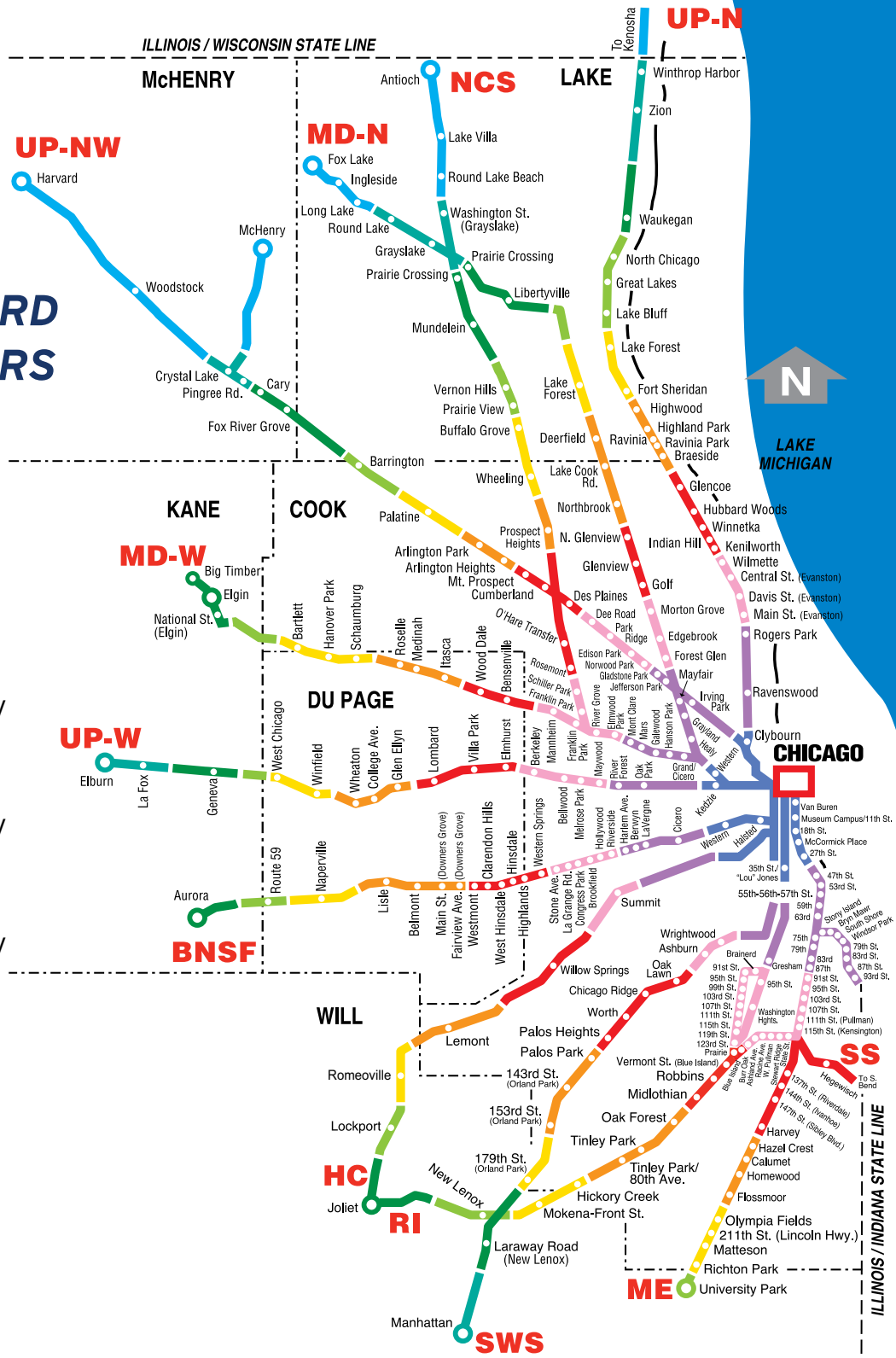
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## *A Message from the Chief Executive Officer on Behalf of the Metra Board of Directors and Staff*

### *Keeping Our Community Connected In The Midst Of A Crisis*

While the global pandemic has changed many things, one thing has remained unchanged: Metra's commitment to the commuters and communities we serve. From the beginning of the crisis to today, **Metra never stopped running**. We couldn't. The essential role we play in the lives of our citizens and the economy of our region is simply too important.

For over three decades, with 11 lines and 242 stations, Metra has moved millions of riders across our system annually, providing a safe and reliable way to go from home to work and home again. Businesses large and small benefit from the dependable service we provide to their workers and consumers. And, wherever you find a Metra station in communities across our region, you will find economic growth and opportunity.

In 2020, we faced the greatest challenge our agency has ever met. And, we responded.

#### **Responding to a Crisis**

Adapting to the pandemic meant that Metra would have to adopt new ways of safeguarding our riders. First and foremost, we have carefully followed the guidance of the CDC and health officials. We have shared information and insights with other transit agencies. We have conducted research studies. And we have put all that we have learned into practice.

- We have instituted new and stringent cleaning and safety procedures across our system
- We deep clean, disinfect and sanitize trains and stations daily
- We have instituted policies promoting physical distancing
- We have made masks or face coverings mandatory
- On board, we have installed touchless hand sanitizer dispensers on all cars

- Online, we have created a ridership dashboard showing the number of people on each train so riders can make informed decisions about which trains to use
- We developed programs to encourage the use of the Ventra app for touchless ticketing
- We have adjusted schedules to meet current transportation needs and are ready to respond as more riders return

#### **The Challenges Ahead**

The sales tax and fare box revenues that fund Metra and the region's other transit agencies have plummeted during the pandemic. Metra received \$479.2 million from the federal government through the Coronavirus Aid, Relief and Economic Stimulus (CARES) Act. Through careful management of expenses, including service adjustments, we believe that we can provide stable funding for our system through early to mid-2021. However, after that point, available funding could run out.

Despite projecting cost savings related to lower service levels, Metra's 2021 Budget proposes an additional \$70 million in yet-to-be identified cost savings to balance the budget and satisfy our 52.5 percent recovery ratio requirement. Over the 2021-2023 plan period, operating expenses are \$570 million lower than pre-pandemic levels; constrained by expected lower levels of fare revenues and sales tax receipts. If Metra does not receive additional federal assistance, drastic actions impacting service will be required in 2021 and beyond.

If Illinois is to recover economically, if job growth is to be restored, and if essential services are to be maintained, this must not be allowed to happen.

#### **Committed to Not Raising Fares**

In response to possible financial shortfalls, Metra has begun examining our core business functions. Our goal is to identify and pursue all possible efficiencies,

including reductions in employee headcounts through attrition, an early retirement and voluntary buyout program.

However, our budget crisis cannot be resolved simply through changes in headcount. And it will not be solved through fare increases: **We will not raise fares in 2021.**

What we are trying to avoid is being forced to significantly reduce the level of service we provide. Cutting service is not a decision we take lightly, but it may be the only path open to us without additional assistance in sustaining our essential operations.

### **You Have A Role To Play**

We are asking you, our riders and citizens, whose fares and tax dollars support our essential services, to consider what Metra means to you and to support calls for more assistance to maintain and enhance public transit operations.

It is important that we all remember that reliable, affordable and frequent public transportation is essential to our region's economic health and recovery. You don't need to ride Metra to benefit from the service we provide. By taking cars off the road, Metra helps to reduce greenhouse gas emissions, improving air quality for everyone. By reducing traffic congestion, we reduce the burden on local roads. And, as previously stated, Metra creates economic activity around each of our 242 stations.

### **The Way Forward**

Metra has already put into place stringent safety protocols to protect our passengers and employees. As the region moves toward recovery, our goal is not simply restoring pre-pandemic service as riders return in large numbers. We are reexamining and reevaluating the service we provide to deliver an even better value and greater convenience to our riders.

In 2021, Metra will be focusing on moving forward with capital projects. The state of Illinois' capital program passed by Governor J.B. Pritzker and the Legislature in 2019 provides funds that will allow us to rehabilitate our existing passenger fleet as well as purchase newer equipment. We will also use Rebuild Illinois funds to replace aging bridges, signal systems and key equipment, as we increase the number of stations that we rehabilitate each year.

### **Commute With Confidence on *My Metra***

As part of our effort to bring people back to our service, we have launched the *My Metra* campaign. Initially, this campaign is designed to educate riders on the measures we have implemented to keep them safe. If our region is to recover economically, people need to know that they can Commute with Confidence aboard our trains.

But, in the long term, the goal of *My Metra* is to remind people that Metra truly belongs to them – we want them to think of Metra the way they think of my car or my home. When you consider that Metra belongs to the people of our region, that its service is indispensable in the ongoing well-being of our communities, and that it will play a crucial role in the reopening of our economy, it truly is *My Metra* for all of us.

We encourage our riders and the region's taxpayers to read this 2021 operating budget and capital program so they can understand the scope and ambition of our plans and the challenges we will confront together in the year ahead. We need your input as we move forward. You can provide feedback by either sending us an email to [2021budgetcomments@metrarr.com](mailto:2021budgetcomments@metrarr.com) or participating in public hearings.

At the beginning, during the darkest days, and up to now, Metra has kept running during the pandemic and difficult times of 2020. We were there for first responders, healthcare workers and others who could not shelter in place. And we are there for you.

While the future may seem uncertain, there is one thing you can be sure of: we'll keep running. And, as the pandemic fades, we will emerge stronger and smarter to better serve the transportation needs of our region. We encourage you to share your ideas and we welcome your involvement in our mission, the mission of *My Metra*.

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

# SYSTEM OVERVIEW

Metra is the largest commuter railroad in the nation based on miles of track and one of the largest based on ridership. Metra's primary mission is to provide safe, reliable and efficient commuter rail service that enhances the economic and environmental health of the northeast Illinois region it serves. Prior to COVID-19 pandemic stay-at-home orders, Metra provided about 281,000 rides each weekday. As of Sept. 1, 2020, Metra was providing an average of 25,000 rides each weekday, or nearly 10 percent of pre-pandemic levels.

The Metra service area encompasses a six-county region of more than 3,700 square miles. Pre-pandemic, Metra operated 692 weekday trains on 11 rail lines that serve 242 stations. As of Aug. 3, 2020, Metra operated 382 weekday trains. Metra plans to increase the number of trains it operates as ridership levels increase.

Metra owns and operates four rail lines (Rock Island, Metra Electric, Milwaukee District North and Milwaukee District West). Three Metra lines are operated by Metra employees over freight railroad-owned track through track rights or lease agreements (Heritage Corridor, North Central Service and SouthWest Service). Four additional Metra lines are operated directly by freight railroads through purchase-of-service agreements (BNSF, Union Pacific North, Union Pacific Northwest and Union Pacific West lines).

*\*Metra reduced service during the COVID-19 stay-at-home orders and plans to increase service as ridership increases. As of Aug. 3, 2020, Metra is operating 382 weekday trains and 181 Saturday trains.*

## METRA BY THE NUMBERS

- **74.0 million passenger trips in 2019**
- **692 weekday trains\***
- **273 Saturday trains\***
- **181 Sunday trains**
- **242 stations**
- **1,155 miles of track**
- **488 route miles**
- **173 locomotives**
- **861 diesel passenger railcars**
- **186 electric propelled passenger railcars**
- **847 bridges**
- **565 grade crossings**
- **24 rail yards**
- **90,000 parking spaces**
- **12 electrical substations**
- **3 electrical tie stations**
- **12 fuel facilities**



# 2021 FUNDING OVERVIEW

To fund its operations and capital activities, Metra relies on a combination of system-generated revenues and public funding. Funding for operating expenses is provided, balanced nearly evenly, between system-generated revenues – primarily fares – and a regional sales tax collected in the six-county region of northeast Illinois that Metra serves. Capital funding is provided through a variety of federal programs and state and local funding sources and a small amount of fare revenue.

The system-generated revenues and regional sales taxes used to fund operating expenses dropped significantly in 2020 due to COVID-19. To help offset these reductions, Metra received \$479.2 million under the 2020 CARES Act. Metra is projecting it will use \$222 million of these CARES Act funds in 2020 to close its operating deficit. For 2021, Metra has budgeted \$206 million of the remaining \$257 million of CARES Act funding to continue to offset expected lower fare revenue and sales taxes and achieve a balanced budget. Metra is proposing to carry forward \$51 million in CARES Act funding for use in 2022.

On the capital side, the Legislature’s and Gov. J.B. Pritzker’s passage of the Rebuild Illinois program in 2019 means that Metra will have better and more consistent sources of capital funding to maintain and improve its infrastructure in the coming years. Since 1985, Metra has invested more than \$6 billion to rebuild, maintain and expand the region’s passenger rail network. With Rebuild Illinois funding, federal and local sources, Metra plans to invest another \$2 billion in its infrastructure over the next five years.

For 2021, Metra’s total budget for operations and capital is \$1.087 billion, down from the \$1.308 billion in the 2020 budget adopted by the Metra Board of Directors in November 2019. As shown in **Exhibit 1** below, this total includes \$700 million for operations and \$386.8 million for capital. **Exhibit 2** shows all sources of funds and their relative percentages of Metra funding.

Metra provided nearly 281,000 passenger trips each weekday before the pandemic hit. However, the traditional five-day-a-week work commute, which accounted for the highest share of Metra ridership, may be forever changed by the pandemic with many of the region’s workers expected to work from home more frequently. Despite this trend, Metra believes that it will continue to be a vital transportation link for thousands of workers and other passengers across the Chicago region. However, without new sources of funding assistance in 2021 through 2023, Metra will be forced to make difficult and painful decisions that could have longer term impacts on public transportation service in the Chicago region.

Exhibit 1  
**2021 FUNDING DISTRIBUTION**  
**TOTAL \$1.087 BILLION**

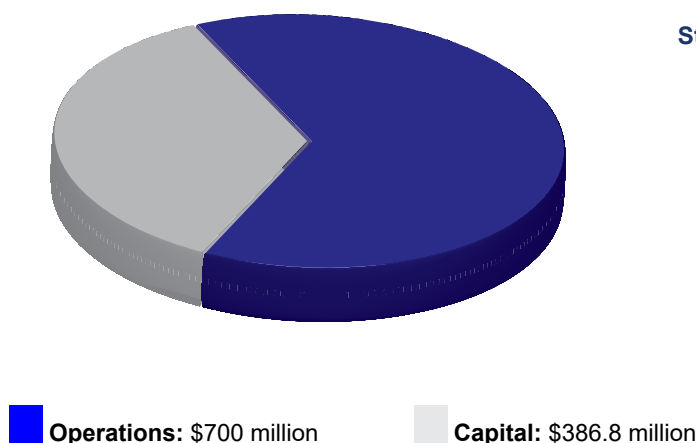
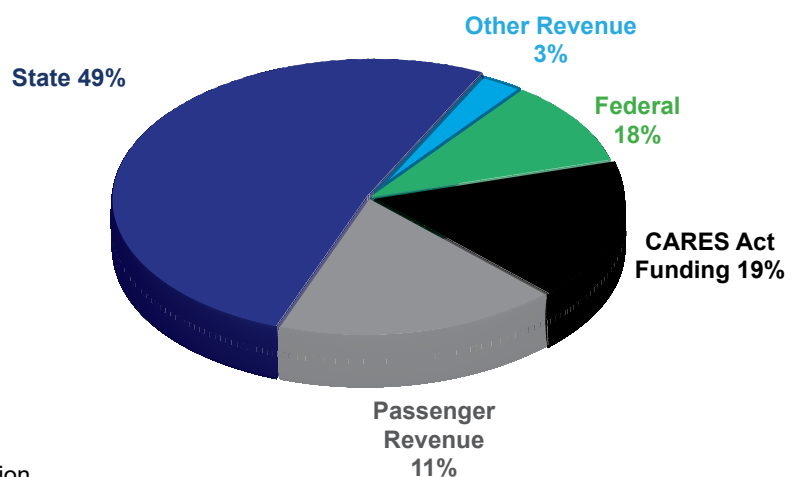


Exhibit 2  
**2021 SOURCES OF FUNDS**





## OPERATIONS FUNDING

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Under the RTA Act, the RTA and the service boards (Metra, CTA and Pace) are required to have a balanced budget and to recover a combined 50 percent 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. The RTA's revenue recovery ratio mark for Metra is 52.5 percent in 2021. Through cost reduction actions and the use of remaining CARES Act funding, Metra's 2021 budget meets both requirements. Metra's Board has agreed to not raise passenger fares for the 2021 budget.

For 2021, Metra is budgeting that it will receive \$700 million in funding for operations from a combination of fares, sales tax receipts and CARES Act funding. The 2021 budget assumes that ridership recovers from 20 percent of 2019 levels at the beginning of the year to 50 percent of 2019 levels by the end of the year. 2021 sales taxes are expected to be approximately 22 percent lower than the 2020 budget. CARES Act funding will continue to be used to balance the budget and achieve a 52.5 percent recovery ratio.

Metra's 2021 budget for operating expenses is \$700 million, which is 15 percent, or \$127.4 million, less than the 2020 budget of \$827.4 million and 18 percent, or \$154.8 million less, than our pre-COVID projection for 2021 that was outlined in the 2020 Budget and 2021-2022 Financial Plan. Although not completely and specifically identified, the cost savings to achieve \$700 million in 2021 will likely be derived from reduced costs related to running a lower service levels, as service levels are matched to ridership levels, other labor cost savings, and spending reductions for materials and services. Metra's \$700 million budget for 2021 includes inflationary and contractual increases along with additional operational costs of the Positive Train Control (PTC) safety system.

Metra's Financial Plan for 2022 and 2023 assumes that ridership recovers from 50 percent of 2019 levels at the beginning of 2022 to 80 percent of 2019 levels by the end of 2022 and remains at 80 percent of 2019 levels throughout 2023. After declining between 2020 and 2021, sales taxes are projected to increase approximately 6 percent annually in 2022 and 2023. The remaining \$50.9 million of CARES Act funding is fully utilized during 2022. The total of these operating funding sources allow for operating expenses of \$678 million and \$702 million, respectively in 2022 and 2023.

A more detailed discussion of Metra's 2021 Operating Budget and 2022-2023 Financial Plan begins on **page 29**. Tables detailing the budget and financial plan are included are found on **pages 34-36**.

## CAPITAL FUNDING

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Proceeds provided through the state's Rebuild Illinois program, federal state of good repair and formula funds and RTA funds are the principal sources of funding for Metra's 2021 capital program. Between state, federal and local sources, Metra expects to receive \$2 billion over the next five years to address its infrastructure needs. A more detailed discussion of Metra's 2021-2025 capital program begins on **page 25**. Tables and project descriptions for Metra's 2021-2025 program are found on **pages 37-47** and show funding projected to be available from current sources.

# RIDERSHIP FORECASTS

Due to the impacts of the COVID-19 pandemic, Metra ridership trends and related forecasts are best discussed in three separate categories:

1. Positive Trends - Pre-COVID-19 (Dec. 2019, Jan. and Feb. 2020)
2. Ridership Collapse - Rapid spread of COVID infections prompting “Stay-at-Home” orders and the flattening of the curve (March 2020 - May 2020)
3. Ridership Recovery - Gradual reopening of portions of the economy and social activities (June 2020 – December 2022).

**Positive Trends** - The beginning of 2020 was shaping up to be a great year for ridership at Metra, with three consecutive months of positive gains over the previous year. In December 2019, Metra had its first positive ridership month in over eight months (April 2019) and that continued into January and February. March 2020 began with strong monthly ticket sales and was on track for another positive month of ridership. If the pandemic did not occur, Metra could have been estimating a 1 percent to 2 percent ridership growth in 2020.

**Ridership Collapse** – On March 11, the World Health Organization declared COVID-19 a global pandemic. When the governor of Illinois announced a “stay-at-home” order on March 21, nearly all Metra riders were able to stay at home. Metra ridership fell to its lowest levels ever, dropping by 97 percent by the end of March. Metra pivoted its services and operations to accommodate essential workers on the very front lines of fighting the pandemic. This 97 percent drop now represents the lowest possible range for ridership forecasts and quantifies the potential risk if there is another resurgence of this pandemic or future pandemics.

**Ridership Recovery** – Since the start of the pandemic, Metra has been carefully tracking passenger volumes on each train in order to make the best decisions and adjust services and the number of cars assigned to trains to accommodate the changes in ridership patterns. Before the pandemic, Metra operated 692 trains each weekday. Metra was operating 376 weekday trains by April, 343 in early May, and 382 weekday trains in August.

In order to be ready for riders when they return, Metra created a dashboard to provide loading details on its trains. The dashboard was developed in response to requests from our riders, area employers, and various stakeholder groups. By publicly releasing this data, Metra is promoting social distancing and providing the public with the opportunity to make an informed decision about which train they take. To date, passenger volumes have increased

slowly across the system. Yet only a few trains have crossed the social distancing thresholds.

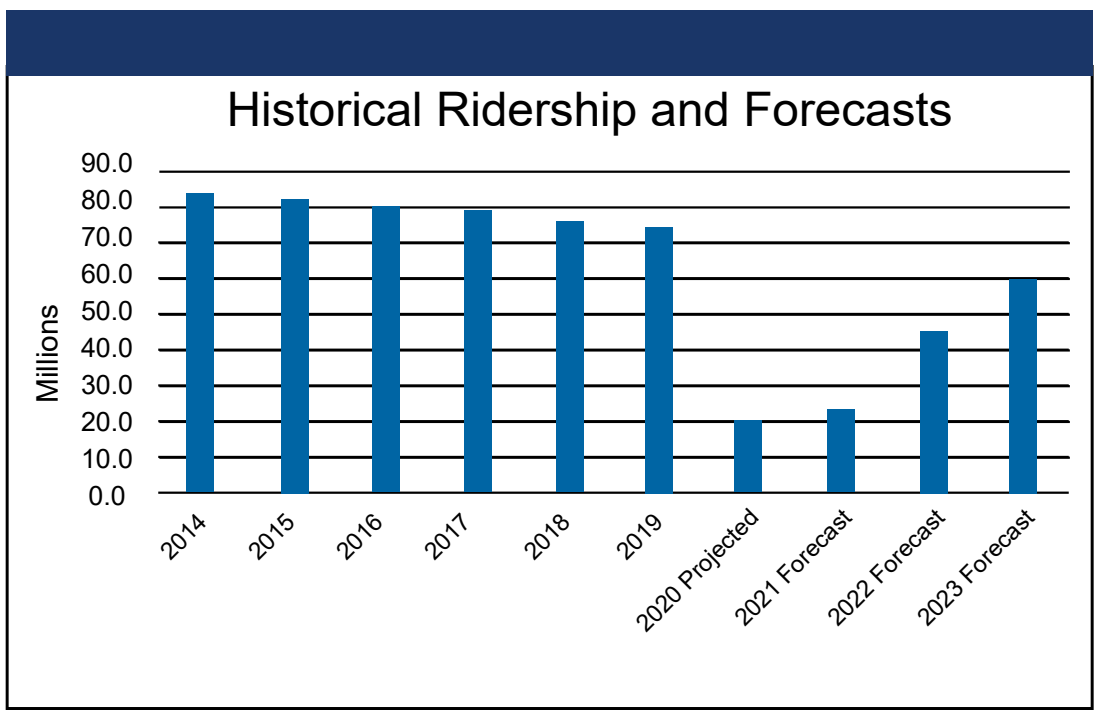
Metra continues to participate in open dialogue with our regional, state, national and international partners as well as in discussions with downtown and suburban business groups. The current consensus from these discussions is that ridership will continue to slowly and incrementally recover with noteworthy increases most likely at the beginning and middle of each month. This trend is anticipated to continue over the next few years. Right now, ridership is anticipated to reach about 20 percent of 2019 ridership levels by the end of 2020. The projected final 2020 ridership forecast is 20 million passenger trips, a decrease of 73 percent from 2019. However, this forecast may be a bit optimistic as reopening efforts in the city of Chicago and the state have slowed.

Ridership is forecast to rebound slowly over the next few years, assuming that the city of Chicago moves to Phase V of its reopening plan early in 2021. Metra ridership is projected to steadily increase throughout the year. January ridership is forecasted to be approximately 20 percent of what it was in 2019, reaching 50 percent of 2019 levels by the end of 2021 and up to 80 percent by the end of 2022. Historical ridership is shown in **Exhibit 3 on page 8**. Additional information on ridership trends forecasts can be found on **pages 53 and 54** in the appendix.





Exhibit 3  
**METRA SYSTEM HISTORICAL RIDERSHIP AND FORECASTS**







# FARES

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

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

Exhibit 4

## METRA TICKET TYPES

Ticket Type	Period of Validity	Number of Rides
Monthly*	Calendar month and until noon on the first business day of the following month	Unlimited
Ten-Ride*	One year from date of purchase	10
One-Way*	90 days from date of purchase – nonrefundable	One
Weekend	14 days from date of purchase (app only) – nonrefundable	Unlimited rides on both Saturday and Sunday
Saturday/Sunday Pass	14 days from date of purchase – nonrefundable	Unlimited rides on either Saturday or Sunday
Round Trip Plus†	90 days from date of purchase – (app only) nonrefundable	Unlimited for one service day

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

†Introduced as a pilot program in September 2020; available only on the Ventra app.

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

## FARE POLICY PRINCIPLES

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

## FARE INITIATIVES

Metra's ridership patterns have changed dramatically due to the COVID-19 pandemic. In response to these changes, the Metra system and our fare offerings need to innovate and adjust. Metra is currently exploring several potential fare initiatives to meet these changing needs and draw riders back to the system.

**Weekend Pass Adjustment** – Metra is proposing an adjustment to the weekend pass in order to entice more families and discretionary travelers to ride the system. Metra is introducing a new Saturday or Sunday Day Pass that will be available for \$7 and valid only on either Saturday or on Sunday. The existing \$10 two-day Weekend Pass would be retained but only on the Ventra mobile app. The validity period for both passes would be 14 days. Note that this is a change from the current 90-day validity period for the existing Weekend Pass.

In addition to the new Saturday/Sunday Day Pass, Metra previously announced the launch of the new Round Trip Plus one-day pass for unlimited travel between any two zones. The Round Trip Plus is priced at twice the price of a comparable One-Way Ticket and only available through the Ventra app. The Round Trip Plus pass was introduced with the latest version of the Ventra app launched in September 2020. Metra experienced significant interest in the temporary \$10 All-Day Pass that was introduced in response to the pandemic, and while this fare product is currently only in place through the end of 2020, the Round Trip Plus ticket will continue to offer similar convenience in 2021.

Metra's fare policy document will be updated to reflect these changes. In addition, a new policy will be added giving Metra's CEO authority to establish validity dates and expiration policies for ticket products and flexibility to make changes such as extending or shortening validity dates due to unforeseen circumstance and as needed for business operations.

Due to the rapidly changing nature of demand for Metra ridership, Metra will explore additional innovative fare pilot programs in 2021. These may include a "welcome back" program for riders returning to our service post-pandemic, multi-day passes, peak/off-peak pricing, and a loyalty program. Further details on these programs are still being developed and will be announced as those pilot programs are formally proposed. Longer term, Metra is exploring other changes, including the possibility of compressing the existing set of distance-based fare zones into a smaller number of zones. The nature of Metra ridership is evolving, and Metra's fare products need to be innovative and responsive.

Tables showing fares by zone and ticket type for both full and reduced fares can be found in on **pages 57 and 58**.



## SERVICE PLAN

Metra is carefully monitoring ridership demand and patterns and adjusting the train schedules to balance the need to provide adequate social distancing, useful service frequencies, and a balanced operating budget. Restoration of service will largely depend on demand. The plan is to adjust the 50 percent systemwide schedule implemented in March 2020 upwards as demand requires, adding trains, adjusting train times, and adding railcars to existing trains.

To meet ridership needs as people return to their office spaces, Metra will look to provide consistent and frequent service, easily understandable and memorable service patterns, new express service and transfers between services, as well as services for reverse commute and new ridership markets. The idea is to use this period to review the pre-pandemic schedules, which in many cases have remained relatively unchanged from the schedules inherited by Metra in 1984, and find opportunities to better meet the changing travel needs of the region. These efforts may cause Metra's schedules to change markedly over the next few years.

The COVID-19 pandemic has had an unprecedented effect on Metra's ridership and service. Metra's best attempt to predict how service could be restored is noted below and is contingent on the city of Chicago moving into Phase V of their reopening plan.

For 2021, Metra could begin the year operating approximately 58 percent of 2019 service and could adjust upwards to 72 percent by yearend, depending on ridership demand.

For 2022, Metra could begin the year operating approximately 72 percent of 2019 service and could adjust upwards to 83 percent by yearend, depending on demand.

For 2023, Metra could begin the year operating approximately 83 percent of 2019 service and could adjust upwards to 87 percent by the yearend, depending on demand.





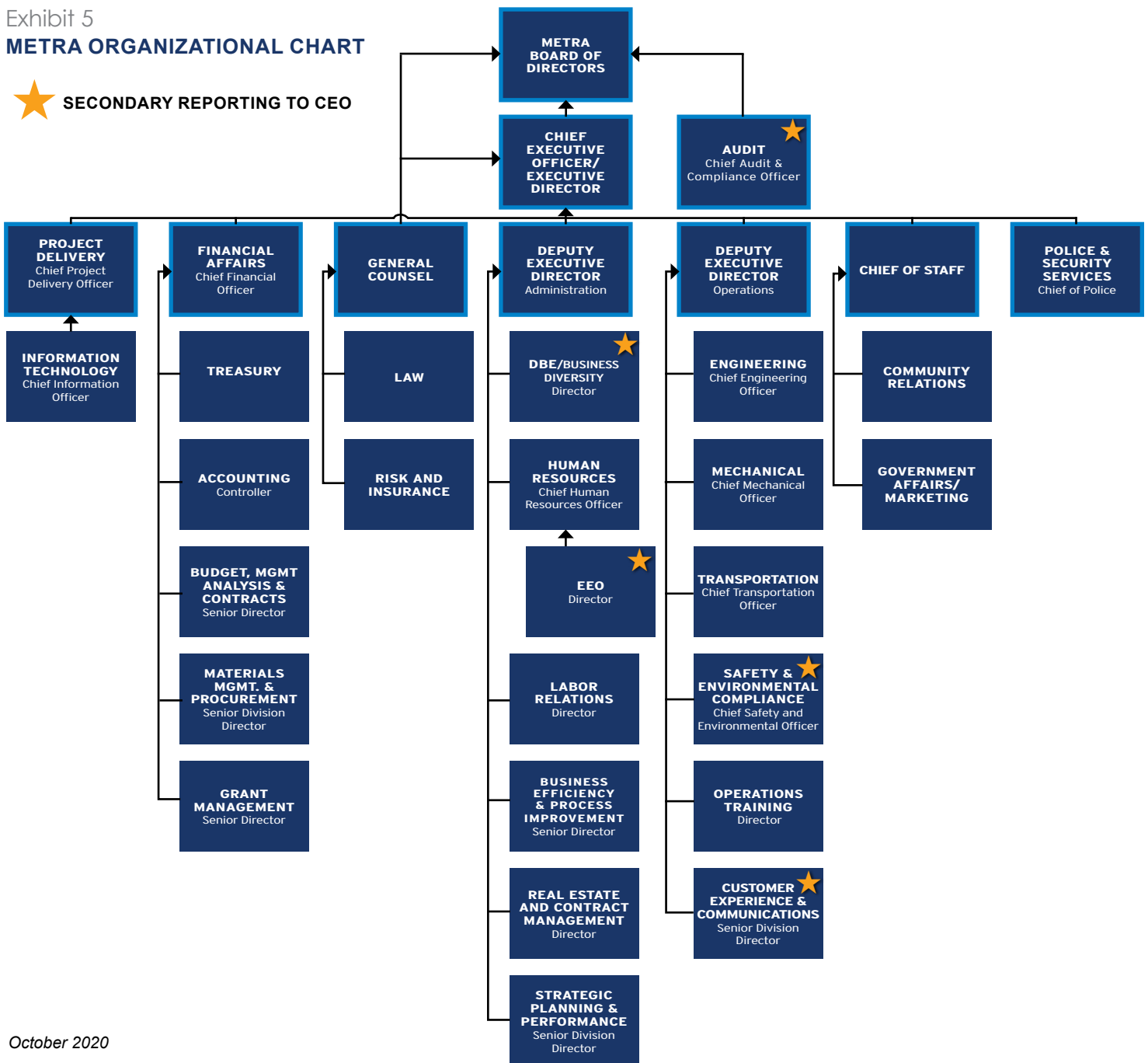


# ORGANIZATION

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

Exhibit 5  
METRA ORGANIZATIONAL CHART

★ SECONDARY REPORTING TO CEO



## OPERATIONS

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

### ENGINEERING

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

### MECHANICAL

Mechanical coordinates and oversees the repair, inspection, cleaning, rebuilding, replacing and maintenance of 1,220 pieces of rolling stock used in commuter service. The department's goal is to provide safe, clean and reliable service while maintaining the fleet to the standards of the Federal Railroad Administration, Association of American Railroads, American Public Transportation Association and the original equipment manufacturers. The department employs 710 people.

### TRANSPORTATION

Transportation is responsible for providing safe, efficient and dependable transportation to commuters on all Metra-operated lines and the lines operated by freight railroads under purchase-of-service agreements. In addition to all employees directly involved in providing

train service, the Transportation Department also oversees the Rules Department, Training and Certification, Dispatching Office, and Crew Management Center. The department is staffed by 630 employees.

### SAFETY & ENVIRONMENTAL COMPLIANCE

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

### OPERATIONS TRAINING

Operations Training is responsible for job skills training for employees in the Mechanical and Engineering departments. The department conducts and oversees training programs that enable employees to meet regulatory mandates and develop necessary job skills.

### CUSTOMER EXPERIENCE AND COMMUNICATIONS

The Customer Experience and Communications area is responsible for many of the agency's direct interactions with its customers. The department is responsible for passenger services, ticket services, ticket agents and station staff as well as station inspections and managing projects that help ADA passengers navigate the Metra system. The Communications Department is also part of the Customer Experience team, acting as Metra's primary channel for communications with the media, riders and stakeholder groups on Metra services, policies and initiatives.

Members of the department also respond to customer emails, maintain the agency's social media channels, and oversee Metra's website (metrail.com). Another group within this department operates the agency's GPS Center, monitoring train movements on Metra's 11 lines and providing real-time updates on train service. The department is also responsible for Metra's print and design services and the production of the agency's graphic materials.

## ADMINISTRATION

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

### DBE/BUSINESS DIVERSITY

The Office of Business Diversity is responsible for the administration of Disadvantaged Business Enterprise (DBE) and Title VI programs in accordance with the mandates and regulations of the FTA and other federal, state and local government statutes. The department ensures managers and staff understand the importance of diversity and ensuring nondiscrimination in the award and administration of Metra contracts, and makes certain that all individuals have access to Metra's transit services, regardless of race, color, gender or national origin.

### HUMAN RESOURCES

Metra's Human Resources Department's mission is to recruit and retain qualified employees in a diverse workforce; treat all employees fairly; facilitate training and professional development for career growth; effectively manage and administer compensation; negotiate and administer flexible benefit programs that provide quality and value; administer medical

leaves and related services; promote wellness; provide confidential and efficient records administration; ensure that Metra's policies and procedures comply with all laws governing employment, benefits and other ancillary services; and foster an environment of trust and mutual respect with employees as well as internal and external partners.

## EEO

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

## LABOR RELATIONS

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

## BUSINESS EFFICIENCY & PROCESS IMPROVEMENT

Business Efficiency and Process Improvement is a newly created department tasked with supporting the creation of a culture of efficiency across the agency to reduce waste and improve customer satisfaction. The department identifies and leads strategic initiatives to increase process efficiencies and trains agency staff to use Lean Six Sigma principles to work on improvement initiatives across the organization.

## REAL ESTATE AND CONTRACT MANAGEMENT

The Real Estate and Contract Management Department is responsible

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

## STRATEGIC PLANNING & PERFORMANCE

The Strategic Planning & Performance group includes three departments: Capital Program Development, Long-Range Planning, and System Performance and Data. The Capital Program Development Department develops Metra's capital program and amendments and prepares all discretionary funding grant applications. The Long-Range Planning Department identifies new opportunities for expanding and enhancing the rail system. Long-Range Planning also participates in studies led by other entities that will impact Metra. The System Performance and Data Department prepares monthly reports on system ridership, on-time performance and capacity utilization of trains. The department also manages periodic surveys, counts and analyses of Metra riders and monitors the agency's adherence to Title VI and other equity standards for the provision of transportation service.

## PROJECT DELIVERY

The Project Delivery Department was established in 2020 to ensure Metra is positioned to effectively and efficiently utilize the influx of new capital funding from the State of Illinois' Rebuild Illinois program. By establishing a Project Management Oversight (PMO) function, the department will provide a structure to coordinate the array of tasks and deliverables required for delivery of capital projects.

## INFORMATION TECHNOLOGY

This group is divided into four teams: Network Services; Administration Technology Development and Support (Custom Solutions); Operations Technology Strategy, Development and Support; and Administration Technology Deployment (Cloud Solutions). The Network Services Team is responsible for building, maintaining, and/or supporting the technical architecture for all on-premise and cloud-based hardware and software solutions. This team is also responsible for service desk and cyber security initiatives. The Administration Technology Development and Support (Custom Solutions) Team is responsible for the development and support of all custom built, non-operational - i.e. 'back office' - software solutions. The Operations Technology Strategy, Development and Support Team is responsible for defining the technical strategy to support the operational side of the business – and for the development and support of all custom built, operational software solutions. The Administration Technology Deployment (Cloud Solutions) team is responsible for maintaining all package solutions that reside in the Cloud (ERP, Kronos) including future enhancements and new features.

## FINANCIAL AFFAIRS

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

## TREASURY

This group processes all collections and disbursements made by the organization. The group also handles any banking, borrowing or investing needs Metra may have.

## ACCOUNTING

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

## BUDGET, MANAGEMENT ANALYSIS AND CONTRACTS

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

## MATERIALS MANAGEMENT AND PROCUREMENT

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

## GRANT MANAGEMENT

This group is divided into four sections: Development, Administration, Reimbursement and Accounting. Grant Development coordinates program-level information for each project and submits applications for capital, operating and demonstration grants to appropriate funding agencies. Grant Administration tracks approved grant contracts, provides financial oversight and reports project progress to the funding agencies. Grant Reimbursement requests reimbursements from funding agencies for capital expenditures, closes out capital project grants and provides information for audits and funding

agency reviews. Grant Accounting develops and maintains records and reports related to fixed assets, depreciation, funding agency equity and capital grant receivables, and reconciles reimbursements with capital expenditures, fixed assets and other general ledger accounts.

## LAW

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

## RISK & INSURANCE

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

## CHIEF OF STAFF

The Chief of Staff assists the CEO in the day-to-day management of the agency's executive leadership team on a variety of initiatives and directly oversees the agency's community relations, government relations and marketing efforts.

## COMMUNITY RELATIONS

Community Relations works with the elected officials in the more than 200 communities and local and regional forms of government in Metra's six-county service area.

## GOVERNMENT AFFAIRS/ MARKETING

The Government Affairs/Marketing Department provides strategic advice to the Metra Board, executive director and senior staff on issues relating to Metra's state and federal legislative agendas. The department also develops and

implements Metra's state and federal legislative programs and communicates Metra's position on transportation policies and legislative issues. In addition, the department is responsible for marketing promotions and business development.

## POLICE & SECURITY SERVICES

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

## AUDIT

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

## OVERSIGHT

### ILLINOIS INSPECTOR GENERAL

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

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

### ADA

In compliance with the requirements of the Americans with Disabilities Act (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 187 fully accessible stations and 13 partially accessible stations throughout the six-county region. These represent our busiest stations used by more than 93 percent of our customer base. As a service to our customers who are disabled, Metra offers a large print system map, a braille rider and station guide and a video to acquaint customers who are disabled with the rail system.

### CITIZENS ADVISORY BOARD

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

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

CAB meets quarterly and provides counsel on how Metra's policies, programs and services impact their constituencies. A list of current CAB members is on **page 66**.



# STRATEGIC PLAN UPDATE

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

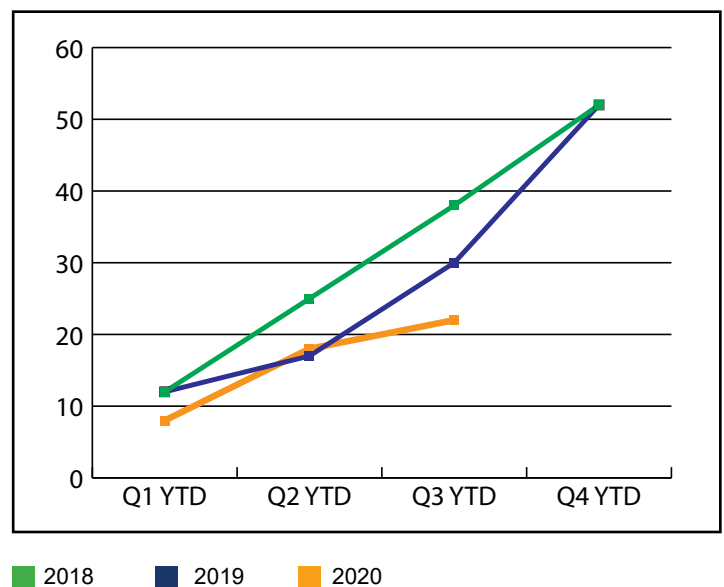
## PRIORITIZE SAFETY AND SECURITY AWARENESS

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

Related initiatives:

- The onset of COVID-19 has expanded the understanding of what transit agencies must do to keep riders and transit employees safe. Metra has overhauled its sanitizing and disinfecting processes for its trains and stations, added hand sanitizing stations throughout the system, distributed masks to riders and employees, and rolled out the My Metra marketing campaign to emphasize the changes made to enhance rider safety. For its employees, Metra has implemented a robust work-from-home system, increased sanitation measures and social distancing measures and established new work protocols as well as in-house contact tracing to protect and inform workers.
- Metra continues working towards full implementation of the federally mandated Positive Train Control (PTC) safety system, the biggest safety initiative the railroad industry has ever undertaken. PTC is a GPS-based safety technology that slows or stops a train to enforce track speeds, prevent unauthorized entry into work zones, prevent train-to-train collisions, prevent over speed derailments or prevent a train from moving through a switch that isn't properly aligned. All Metra's lines are in revenue service demonstration.
- Metra scheduled Operation Lifesaver Safety Blitzes at 58 train stations in 2020 to raise awareness of the importance of safe behavior around trains and tracks. This campaign was suspended for four months at the pandemic's outset but has since been restored and additional events have been held at Metra's downtown stations to distribute masks and hand sanitizer. Metra also conducts Operation Lifesaver rail safety presentations for schools and other organizations across the region. These presentations were curtailed due to the pandemic and schools moving to remote learning.
- Metra continued its Safety Poster and Essay Contest in 2020 but has postponed the 2021 contest due to the added burdens of remote learning during the pandemic. The contest is a key part of Metra's safety outreach to school-age children and it plans to resume the contest for 2022.
- The Metra Police Department has increased its visibility across the Metra system. Signed agreements with Cook County and court adjudication services have allowed the department to deploy more officers into the field for grade crossing enforcement, onboard patrols and station checks.
- 2020 FRA reportable injuries have decreased. As of Oct. 1, 2020, Metra's year-to-date injury ratio, based on the number of railroad worker on-duty injuries and illnesses per 200,000 employee hours annually, was 1.04 vs. 1.73 for the same period in 2019, a decrease of 40 percent. **Exhibit 6** shows the number of employee injuries 2018 through 2020.

Exhibit 6  
EMPLOYEE INJURIES



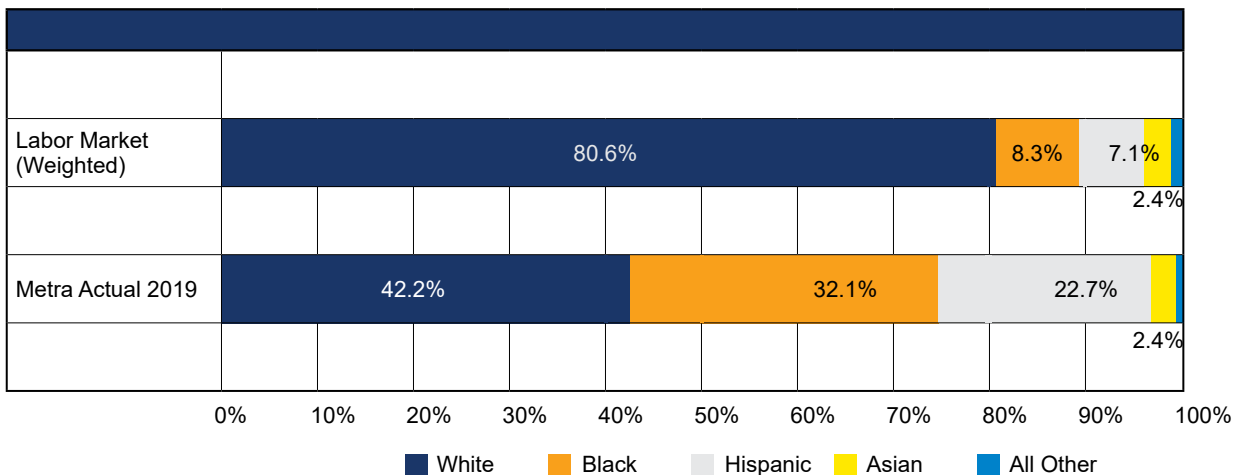
## INVEST IN OUR WORKFORCE

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

Related initiatives:

- A railroad and its employees are subject to multiple federal regulations governing operations, maintenance and safety. Meeting these requirements requires a constant cycle of training and continuing education for Metra employees. There are three departments within Metra whose primary focus is training:
  - Training and Certification, which focuses on conductors and locomotive engineers;
  - Operations Training, which focuses on Mechanical and Engineering employees; and
  - Workforce Education, which focuses on administrative and management employees.
- In addition, the Safety, EEO and Rules departments have training responsibilities and facilitate multiple courses.
- In 2019, 1,002 non-contract employees participated in development programs. In 2020, many of the training programs were reduced due to the pandemic but have been restarted or, when possible, transitioned to e-learning platforms. Additionally, 146 coach cleaners were trained in new and intensified cleaning procedures in response to COVID-19.
- The 2018 employee engagement survey looked to gain insight from Metra employees about the agency’s perceived strengths and weaknesses. (The participation rate exceeded 70 percent). Senior leadership is currently using the data to develop plans and programs for implementation over the next 36 months to address employee concerns expressed through the survey.
- Metra remains committed to recruiting and retaining a diverse workforce, as of fourth quarter of 2019, Metra’s workforce was more diverse than the labor market as a whole as shown in **Exhibit 7**.

Exhibit 7  
**METRA WORKFORCE COMPOSITION 2019**



\* Labor market defined by the Chicago six-county region. Availability weighted by job category prevalence as a share of Metra’s workforce. All Other include American Indian, Alaskan Native, Native Hawaiian, Pacific Islanders and those having two or more races.

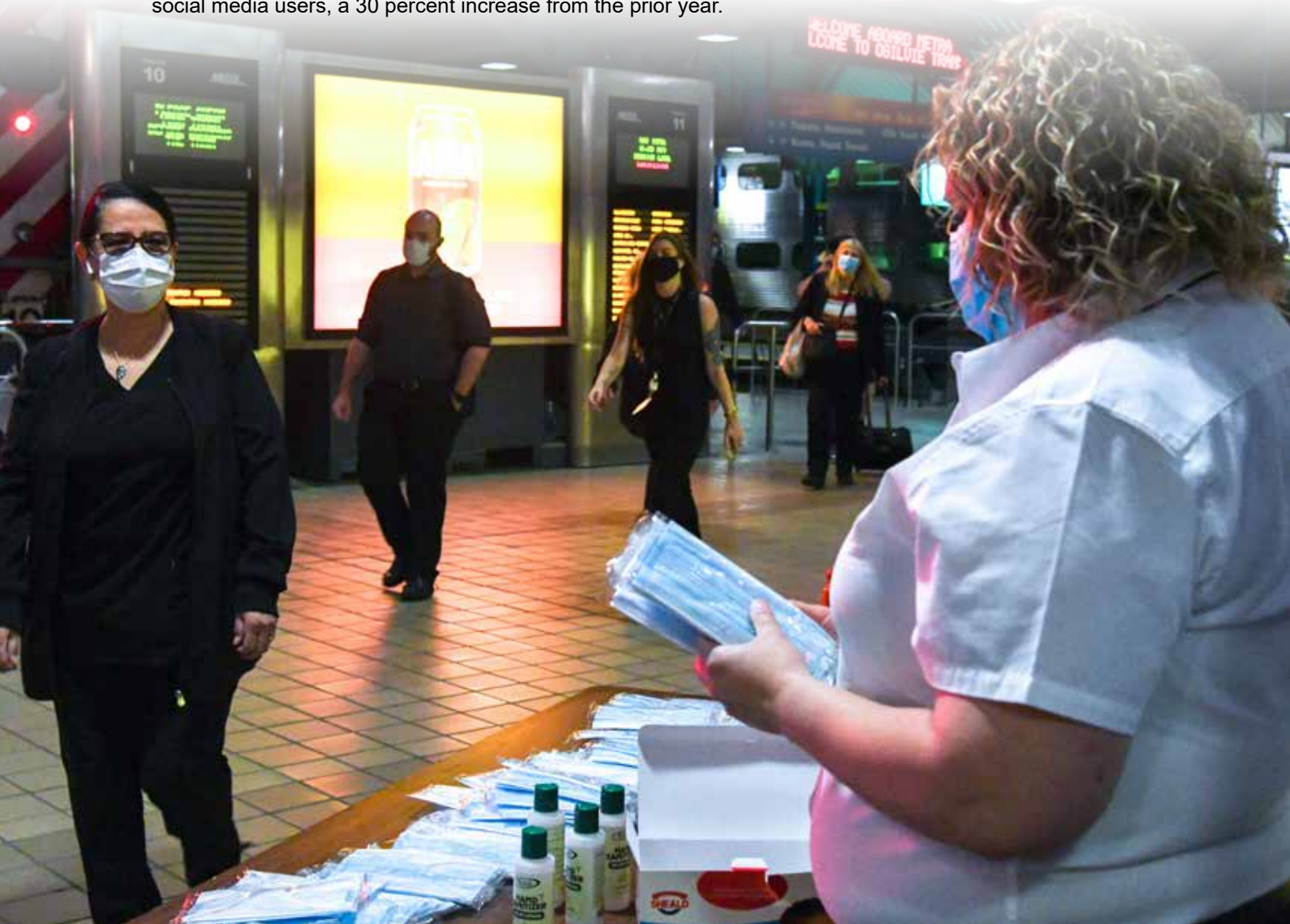


## DELIVER QUALITY CUSTOMER SERVICE

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

Related initiatives:

- Launched upgraded Ventra app in September 2020.
- In 2019, Metra invested \$30.8 million in its stations and public facilities. Due to the capital dollars available under the new state capital program, \$51.2 million is programmed for station projects in 2020. Through the second quarter of 2020, 42 station beautification projects were completed, and 18 capital construction projects were either completed or underway.
- Metra uses IssueTrak to ensure that customers' comments are formally tracked, assessed, and responded to in a timely manner. Metra processed 11,605 emails and phone calls through IssueTrak in 2019. As of Oct. 15, 2020, Metra has processed 7,614 emails and phone calls through IssueTrak.
- Metra uses Twitter, Facebook, Instagram, YouTube and LinkedIn to communicate and engage with its customers. The types of engagements range from line-specific service alerts to promotional materials about Metra, its employees and initiatives. Metra currently has 116,352 followers across all social media platforms. Across all platforms from Sept. 14, 2019 through Oct. 14, 2020, Metra logged 1,101,733 engagements with social media users, a 30 percent increase from the prior year.



## OPTIMIZE OUR CAPITAL ASSETS

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

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

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

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

- Installation of the federally mandated PTC safety system, which is expected to cost at least \$415 million to install and about \$15 million to \$20 million a year to operate.
- In 2020, Metra completed the renovation and expansion of the mechanical shops that house Metra's railcar and locomotive rehabilitation programs. Metra estimates that the renovated facility will increase the number of railcars rehabbed each year by 40 percent, from 35 to 60 railcars.
- In March 2019, Metra issued a request for proposals (RFP) for new railcars and expects to announce a decision in early 2021. The RFP allows manufacturers to propose alternative car designs that may address Metra's needs better than the bi-level gallery cars.
- In February 2019, the Metra Board approved the purchase of 15 remanufactured locomotives to begin to replace Metra's aging fleet. The contract with Progress Rail Locomotives of La Grange includes options to buy up to 27 additional locomotives. Metra expects to take delivery of the first of these locomotives in 2022.
- The replacement of bridges over 11 streets along the Union Pacific North Line in the city of Chicago will be completed in the fourth quarter of 2020. Metra also completed the replacement of a single-track bridge on the Milwaukee District West Line in Elgin, which dated from 1881, with a modern double-track bridge in 2020.
- Construction has been completed on a third main track on a 1.8-mile section of the Union Pacific West Line from Maywood to Melrose Park though station work along this segment continues. A second UP West Line project will add a third main line on a 6.1-mile segment of the line from West Chicago to Geneva and is expected to go out for bid in 2021.



## ENSURE FINANCIAL STABILITY

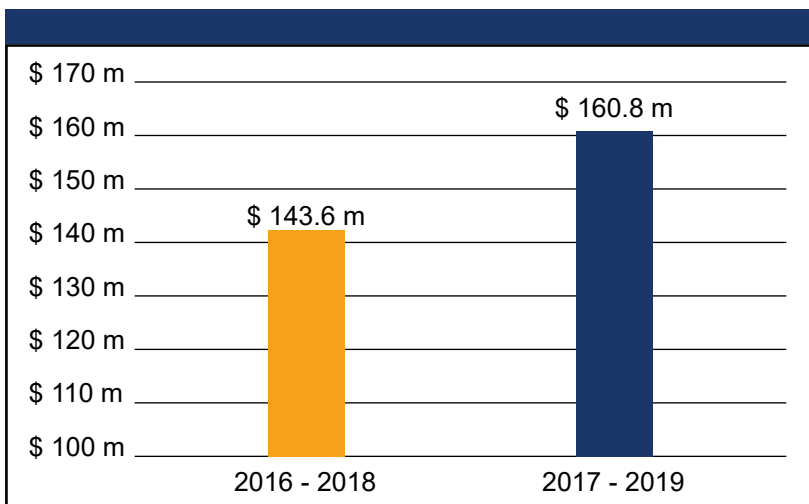
As a public agency, Metra is dependent upon funding sources that are unpredictable and often insufficient for its operating and capital costs. This business model is unsustainable, and the result will be a gradual decline in the level of service provided to passengers, which is counterproductive to Metra's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

Related initiatives:

- In 2016, Metra began to examine its existing fare structure to identify opportunities to attract riders as well as opportunities to simplify it. As part of this initiative, Metra began two test pilot programs in July 2018. The first pilot consolidated its outer zones (K through M) with Zone J, thereby capping fares for trips that exceed 45 miles. The second pilot program reassigned six stations to new zones to adjust perceived inconsistencies between nearby stations on different lines with similar distances to downtown. Based on the results of these pilots, both changes were made permanent. In September 2020, Metra introduced a Round Trip Plus one-day pass available only through the Ventra app. The Round Trip Plus is good for unlimited travel between two fare zones and is priced at twice the cost of a comparable one-way ticket. Metra had introduced a temporary \$10 All-Day Pass during the pandemic that was well received by riders and the Round Trip Plus Pass will continue to offer similar convenience for riders in 2021.
- Metra regularly pursues grant opportunities to provide funding for capital needs. Since 2017, Metra has been awarded \$98.6 million in discretionary grants through various local, state and national programs, including a recent FRA award of \$23 million to support PTC. In 2019, Metra was awarded \$17 million for reconstruction of the Milwaukee Avenue (A-32) Bridge. On Sept. 28, 2020, Metra and Amtrak broke ground on a project to rehabilitate the Homewood Station. The Chicago Metropolitan Agency for Planning's (CMAP) Surface Transportation Program is providing most of the funding for Metra's portion of the project. **Exhibit 8** shows the value of discretionary grants awarded to Metra from 2016 through 2019.
- Metra continually reviews its practices for cost efficiencies. All the agency's open positions are reviewed before being filled, and as a result, some areas have seen staff reductions. In 2018, Metra reorganized the way its track maintenance crews are deployed and achieved considerable cost savings through more efficient work practices. An industrial engineering firm was also hired to study the agency's engineering practices with the goal of identifying process efficiencies. However, while technology has enabled the reduction of some positions, new technologies such as PTC have resulted in additional costs and staffing needs.
- Technological improvements have led to efficiencies in costs as well as employee time. These include deploying an employee self-service portal for payroll; converting the internal check request process from paper to electronic; and converting operational manuals from paper to electronic. Technology has also enabled other efficiencies with customer conversion to the Ventra app for ticket purchases, allowing for the elimination of cash vending machines and the Ticket-by-Internet program.

Exhibit 8

### VALUE OF DISCRETIONARY GRANTS 2016-2019



# CAPITAL PROGRAM

Metra's 2021 Capital Program is funded through \$189.5 million in Federal Formula/State of Good Repair funds. Other funding sources that supplement Metra's capital program include \$119.1 million in State of Illinois bond funds and \$73.8 million of State of Illinois PAYGO funds. The Regional Transportation Authority Innovation, Coordination & Enhancement (ICE) funds total \$4.1 million in 2021. The 2021 capital program also includes \$306,000 in Federal Congestion Mitigation and Air Quality (CMAQ) funds. Metra's 2021-2025 capital program tables and project descriptions are found on **pages 37-47**. Under the 2021 program, 58.6 percent of capital funding will be allocated to major capital projects, including:

- Locomotive and car rehabilitation \$69.9 million
- New rolling stock \$61.5 million
- Bridges \$12.9 million
- Equipment and vehicles \$34.9 million
- Stations and parking \$47.3 million

## ROLLING STOCK

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Metra's fleet consists of 173 locomotives, 861 diesel railcars, and 186 electric-propelled Highliner cars used on the Metra Electric Line.

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

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

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

Metra's 2021-2025 program includes \$827.3 million for rolling stock.

## BRIDGES, TRACK & STRUCTURES

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

Metra is using Rebuild Illinois bond funds for several bridge projects, including the continued renovation of 11 bridges on the Union Pacific North Line in Chicago, replacing the bridge at 96th Avenue in Mokena on the Rock Island Line as well as other bridge projects at Stoney Creek on the SouthWest Service and bridges at Keystone and Grand avenues in Chicago on the Milwaukee District lines. Two other Milwaukee District bridges north of Rondout are slated for renovation using Illinois bond funds. The infusion of bond money enables Metra to have a more aggressive state of good repair program for its bridges. The five-year program includes the renovation or replacement of up to 20 bridges. The 2021-2025 capital program includes more than \$182.2 million for this asset category.

## SIGNAL, ELECTRICAL & COMMUNICATIONS

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Signal, electrical and communications systems are vital to safe railroad operation. Metra trains are guided by approximately 2,000 wayside signals, which allow multiple trains traveling in the same or opposite direction to operate safely. Metra's signal system includes aging interlockings that have been prioritized for replacement. The 2021-2025 program includes the rehabilitation of the Morgan interlocking on the Milwaukee District and the Western interlocking on the Rock Island Line. The program also funds the rehabilitation of multiple signals on the Milwaukee District West Line. Rebuild Illinois bond funds are slated for use to install bi-directional signaling on the Metra Electric Line. The 2021-2025 program includes \$279.2 million for signal, electrical and communication.

## FACILITIES & EQUIPMENT

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Metra has 24 rail yards and seven maintenance facilities. In 2020, Metra completed a project to upgrade its 49th Street Shop on the Rock Island Line to enable additional railcar rehabilitation. To accommodate future system needs, Metra will use Rebuild Illinois bonds to expand the Milwaukee District Western Avenue Yard and the adjacent Union Pacific California Avenue Yard. State of Illinois pay-as-you-go funds are being allocated annually to replace equipment and vehicles that have reached the end of their useful lives. The 2021-2025 five-year core program includes \$156.3 million for support facilities and equipment.

## STATIONS & PARKING

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Customer enhancements are a priority for Metra and station and parking improvements are some of the most visible capital improvements directly benefiting customers. Rebuild Illinois bond funds will increase the number of stations Metra is able to renovate and rebuild annually. Planned major station projects include the new Auburn Park station on the Rock Island Line, the renovation of the 147th Street Station on the Metra Electric Line, the renovation of the 95th Street/Chicago State Station on the Metra Electric Line, and the renovation of the Evanston Davis Street station on the Union Pacific North Line. Metra is also undertaking a new signage program that includes clearly identifying tracks with universal signage for easier wayfinding across all 11 rail lines. Metra will continue work to upgrade stations, with emphasis on ADA accessibility features, including the replacement of elevators that have exceeded their useful lives and adding warming shelters to all its outlying stations. The 2021-2025 five-year core program allocates \$220.5 million for station and parking improvements.

## ICE-FUNDED PROJECTS

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As part of our 2021 capital program, Metra has identified one project to be funded through the RTA's Innovation, Coordination and Enhancement (ICE) Program. The program provides funding assistance to enhance the coordination and integration of public transportation and to develop and implement innovations to improve the quality and delivery of public transportation. For Metra in 2021, the ICE Project is:

- Train Tracking and Passenger Counting System - \$4.1 million



# CAPITAL PROGRAM DEVELOPMENT PROCESS

The RTA's 2016 Capital Asset Condition Assessment, which included investment needs for CTA, Metra, and Pace, estimated the region's total capital reinvestment needs over a 10-year period at \$37.67 billion. According to the RTA's analysis, Metra's share of this total 10-year reinvestment need is \$12 billion.

Approximately 50 percent, or \$6.1 billion, of Metra's reinvestment needs over the next 10 years address assets that are past their useful life, also known as the state of good repair (SGR) backlog. The remaining \$6 billion is needed to address baseline reinvestment to maintain the system over the 10-year period. To achieve this, Metra's capital program should be investing \$1.2 billion each year in asset renewal. However, Metra's annual capital program has long been woefully short of funding and therefore, its SGR backlog has continued to grow. Metra's top priority is addressing its SGR needs. The State of Illinois 2019 Rebuild Illinois capital program is helping address these needs, but more funding will be needed over the long term to sustain operations.

Metra's capital programming process is guided by its "On Track to Excellence" strategic plan adopted in 2017. The development of the Metra strategic plan was subject to multiple public open houses and a release for public comment. The plan contains Metra's mission and vision statements, as well as five strategic goals that drive Metra's activities:

- Prioritize safety and security awareness
- Invest in our workforce
- Deliver quality customer service
- Optimize our capital assets
- Ensure financial stability

Metra also ensures that its capital program is responsive to the RTA's 2018-2023 Regional Transit Strategic Plan, "Invest in Transit," which includes Metra's 10-year list of high priority projects, and the Chicago Metropolitan Agency for Planning's (CMAP) ON TO 2050 regional plan, which is a longer-term vision for the region and includes improvements to Metra's existing lines as well as system expansion projects. Both documents were subject to a rigorous public involvement process. In addition, Metra is in regular contact with its freight railroad partners, municipalities, governmental agencies (state/federal) and stakeholders throughout northeast Illinois ensuring that its capital program aligns with their needs and plans.

Metra's mission is to provide safe, reliable, efficient commuter service that enhances the economic and environmental health of northeast Illinois as part of the regional transportation network. This mission can only be achieved through a robust and aggressive capital program. While the availability of funding may vary from year to year, the projects included in the capital program are highly predictable and consistent because most of the projects included are designed to sustain the existing infrastructure, comply with Federal Railroad Administration regulations and maintain and improve upon current performance levels.

The one-year and five-year capital program development cycle begins in January of each year. The entire process, from the formation of projects to the inclusion in an approved capital program, is ongoing and starts with the agency's long-range vision. The actual process of assembling Metra's capital program requires the effort and cooperation of virtually every department. Projects originate at the implementer level with subsequent review and analysis as they work their way up through the capital programming process. While not exhaustive, the following list outlines the key considerations reviewed by implementers to justify a project's inclusion in the capital program:

- Consistency with Metra's Strategic Plan, Invest in Transit, and ON TO 2050
- Asset Condition
- Safety Considerations
- Federal, State and Local Mandates and Regulations
- Cyclical Improvements
- Environmental Conditions
- Recurring Problem Areas
- Obsolete Technology
- Passenger Comfort and Convenience
- Increased Demand for Facilities and Service
- Cost Benefit
- Local/State Initiative/Plans and Studies

Once projects are justified, proposed capital projects are then reviewed for readiness, workforce availability, and the status of similar projects. This analysis is conducted by reviewing the proposed project descriptions, budgets, and schedules against ongoing capital improvement projects. Proposed projects are also reviewed for their ability to be implemented by analyzing them against the status of all the active projects in their asset category.

Projects that meet the above criteria are then subject to a further prioritization process. Presently, Metra uses three equally weighted criteria: Condition, Criticality, and Service Delivery/Accessibility. The criticality weight is equally broken down by safety risk and SGR mandate and each criterion are assigned a score from highest (1) to lowest (5).

The prioritization process provides a guide for determining which projects are considered for inclusion in the draft one- and five-year capital programs. Funding availability is also a critical component as projects must be matched to the available sources. Metra's review of the investment prioritization process is ongoing.

Once a capital program is drafted, it is first submitted to Metra's executive team for review and concurrence. Following that, the draft program is then presented to the Metra Board, who releases it for public comment. The draft plan is also presented to Metra's Citizen Advisory Board and the County Boards of each of the six counties in Metra's service area for comment. The public can provide comments at each of these meetings, as well as at a public meeting held downtown at Metra's headquarters. Comments provided by the public are incorporated into the final capital program that is then adopted by Metra's Board. The capital program is also subject to the RTA's public hearing process before it can be officially adopted, thereby providing residents, elected officials, and civic organizations across the region several opportunities to influence Metra's capital program.

## STAKEHOLDER OUTREACH

The capital budget process is subjected to a statutorily mandated public outreach process that is followed by the RTA and Service Boards each year and includes public hearings and County Board presentations throughout the region, as mentioned above. In addition, Metra staff actively reach out to the public regarding our capital projects and priorities. Every capital program amendment is posted on its website ([metrarail.com](http://metrarail.com)) before every Board meeting. Information about the projects can be found on Metra's website, Facebook page and press releases. Throughout the year, Metra staff hold town hall meetings around the region about projects or initiatives.

Metra also routinely engages with municipal stakeholders across the region on planning studies involving station area improvements or service enhancements. Those planning studies are often funded by RTA or CMAP and are selected through a competitive process that includes public

involvement. Every year, staff also presents Metra's capital program to CMAP staff and information about it is posted on CMAP's website.

Metra's capital projects are included in CMAP's Transportation Improvement Program (TIP) and subject to another round of public involvement. This CMAP-led public involvement process is independent of Metra and provides a different forum for the public to comment on Metra's capital projects. Metra is always seeking additional ways to be transparent regarding its capital priorities.



## 2021 BUDGET OVERVIEW

Metra's 2021 Operating Budget and 2022-2023 Financial Plan meet the RTA's revenue recovery ratio and balanced budget requirements, but only through using CARES Act funding and achieving significant, but not yet fully identified cost reductions. Metra's 2021 Operating Budget and 2022-2023 Financial Plan assumes that ridership will increase to 80 percent of 2019 levels by the end of 2022 and throughout 2023. Correspondingly, service levels will increase but will be constrained by timing and magnitude of the recovery in passenger revenues and sales taxes. The RTA projects operating funding available in 2021 to be 21.6 percent lower than 2020, 2022 funding to be 6.0 percent higher than 2021, and 2023 funding to be 5.8 percent higher than 2022.

The budget and financial plan presented in this document is based upon the terms of contractual agreements and reasonable estimates from currently available information. Additional information about revenues and expenses is provided on the following pages and in **Exhibits 9-12, pages 34-36**.

For the period 2021 through 2023, expenses are estimated to increase in accordance with the terms of current contracts and agreements, or with projections of market indices, as applicable. Staff will continue to examine all aspects of Metra operations, including those of the contract carriers, for cost efficiencies. All parties are expected to cut or contain costs wherever possible.





## PASSENGER REVENUE

Passenger revenue for 2021 is expected to be lower than the 2020 budget by more than \$239.6 million, or 66 percent. This decrease is consistent with the budget assumption that ridership increases from a projected 20 percent of 2019 levels at the beginning of 2021 to 50 percent of 2019 levels by the end of 2021 – averaging 34 percent of 2019 levels throughout the year. There is no fare increase budgeted for 2021.

## CARES ACT FUNDING

To balance its budget, Metra expects to use \$205.9 million of total CARES Act funding in 2021. Of this amount, \$184.0 million will be characterized as revenue replacement for revenue recovery ratio purposes and the remaining \$21.9 million characterized as sales tax replacement.

## REDUCED FARE REIMBURSEMENT

Reduced fare reimbursement is budgeted to be \$1.6 million for 2021, flat with the 2020 Budget.

## LEASES AND OTHER CONTRACTS

The 2021 budget for revenue from leases and other contracts has been decreased by \$10.0 million, or 23.5 percent from 2020 levels, reflecting anticipated lower interest income, lower advertising income, lower trackage income and less track and crossing project work on behalf of the state.

## TOTAL OPERATING EXPENSES

The 2021 operating budget projects a decrease of \$127.4 million, or 15.4 percent, compared to the 2020 operating budget. The budgeted operating expense decrease is largely due to reduced costs related to running a lower level of service, labor cost savings and spending reductions for materials and services. To achieve total operating expenses of \$700 million in 2021, there will need to be additional cost savings that have not been completely and specifically identified.

## OPERATIONS AND MAINTENANCE

The 2021 budget for operations and maintenance, which represents about 78 percent of Metra's operating costs, is projected to decrease by \$102.1 million or 15.8 percent over 2020. This category is made up of the transportation, engineering and mechanical functions. The transportation category includes the operation of weekday trains across the system and supporting our customers with ticket and station services, the Chicago Union Station, Ogilvie Transportation Center and LaSalle Street downtown stations as well as the Metra Police Department. The engineering category includes activities related to the inspection, repair and maintenance of 242 stations,

1,155 miles of track, 847 bridges, 2,000 signals and other infrastructure. The mechanical category includes activities related to the inspection, repair and maintenance of 1,220 pieces of equipment used in commuter service, consisting of locomotives, railcars and the fleet of electric cars used to operate the Metra Electric Line service.

Metra's operations and maintenance budget for 2022 is projected to decrease by 5.3 percent over the 2021 budget and to grow by 1.7 percent over the 2022 plan by 2023.

## ADMINISTRATION

The 2020 budget for administration, which represents about 14 percent of Metra's operating costs, is projected to decrease by \$5.9 million or 5.7 percent compared to 2020. For the plan years of 2022 and 2023, administration costs are projected to be flat to the 2021 level.

## DIESEL FUEL

Diesel fuel for 2021 is budgeted at \$35.1 million, representing a \$19.7 million decrease from the 2020 budget, reflecting savings related to both "locking in" 2021 fuel purchases at favorable rates and less usage due to operating at a reduced service level. For 2022 and 2023, Metra's projected expense for diesel fuel is \$41.0 million and \$55.3 million, respectively, reflecting increased diesel fuel usage as service levels increase.



## METRA ELECTRIC LINE ELECTRICITY

Metra Electric Line electricity for 2021 is budgeted at \$3.5 million, which is \$1.8 million or 34.0 percent lower than the 2020 budget. For 2022 and 2023, Metra's projected expense for Metra Electric Line Electricity is \$4.0 million and \$4.3 million, respectively, reflecting increased usage as service levels increase.

## CLAIMS AND INSURANCE

Claims and insurance for 2021 is budgeted at \$18.3 million, which is a \$2.1 million or a 13.0 percent increase from the 2020 budget, driven mostly by increased insurance premiums. For 2022 and 2023, expenses in this category are projected to increase 2 percent each year.

## SUMMARY

**Exhibit 9 on page 34**, presents Metra's 2021 budget, while **Exhibit 11 on page 35** summarizes Metra's 2021 budget and its 2022-2023 financial plan. Metra's budget and financial plan are presented in a manner consistent with its financial statements, with adjustments in format, as appropriate, for illustrative purposes. Revenues are recognized when earned and expenses are recorded in the period in which goods and services are used. Metra's 2021 projected cash flow summary is included on **page 36 as Exhibit 12**.





# APPENDIX

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## Exhibit 9

**METRA OPERATING BUDGET COMPARISONS 2020 BUDGET AND 2021 BUDGET**

(\$ in millions)

	2020 Budget	2021 Budget	Growth Amt.	%
<b>Revenues</b>				
Passenger Revenue	\$363.0	\$123.4	(\$239.6)	-66.0%
CARES Act Funding - Revenue Replacement	\$0.0	\$184.0	184.0	NMF
Reduced Fare Subsidy	1.6	1.6	0.0	0.0%
Other Income (Leases, etc.)	42.5	32.5	(10.0)	-23.5%
<b>Total Revenues</b>	<b>\$407.1</b>	<b>\$341.5</b>	<b>(\$65.6)</b>	<b>-16.1%</b>
<b>Operating Expenses</b>				
Cost of Operations - Full Service	646.7	669.5	22.8	3.5%
Targeted Cost Savings - For Operations	0.0	(124.9)	(124.9)	NMF
<b>Subtotal - Operations</b>	<b>646.7</b>	<b>544.6</b>	<b>(102.1)</b>	<b>-15.8%</b>
Administration	104.4	98.5	(5.9)	-5.7%
Diesel Fuel	54.8	35.1	(19.7)	-35.9%
Metra Electric District Electricity	5.3	3.5	(1.8)	-34.0%
Claims & Insurance	16.2	18.3	2.1	13.0%
<b>Total Operating Expenses</b>	<b>\$827.4</b>	<b>\$700.0</b>	<b>(\$127.4)</b>	<b>-15.4%</b>
<b>Total Funded Deficit</b>	<b>\$420.3</b>	<b>\$358.5</b>	<b>(\$61.8)</b>	<b>-14.7%</b>
Metra Sales Taxes	429.2	336.3	(92.9)	-21.6%
Add: ICE Funding for Operations	0.0	0.0	0.0	0.0%
Add: CARES Act Funding - Sales Tax Replacement	0.0	22.2	22.2	NMF
Total Funds for Operating	429.2	358.5	(70.7)	-16.5%
Funding for Capital	(6.0)	0.0	6.0	-100.0%
<b>Total Funding Available for Operating</b>	<b>\$423.2</b>	<b>\$358.5</b>	<b>(\$64.7)</b>	<b>-15.3%</b>
Excess / (Shortfall) of Funds	2.9	0.0	(2.9)	
Recovery Ratio	52.5%	53.0%		
Recovery Ratio Additions	\$2.1	\$2.0		
Recovery Ratio Exclusions	\$48.1	\$52.3		

## Exhibit 10

**CALCULATION OF 2021 - 2023 FAREBOX RECOVERY RATIOS**

(\$ in millions)

Year	2021	2022	2023
System Generated Revenues*	\$341.5	\$325.9	\$338.0
Additions to Recovery Ratio Revenues	2.0	2.0	2.0
Farebox Recovery Ratio Revenue	343.5	327.9	340.0
<b>Total Operating Expenses</b>	<b>\$700.0</b>	<b>\$678.0</b>	<b>\$702.0</b>
Exclusions from Recovery Ratio Expenses	52.3	53.3	54.4
<b>Farebox Recovery Ratio Expenses</b>	<b>\$647.7</b>	<b>\$624.7</b>	<b>\$647.6</b>
<b>Revenue Recovery Ratio</b>	<b>53.0%</b>	<b>52.5%</b>	<b>52.5%</b>

\*As augmented by CARES funding

Exhibit 11

**2021 BUDGET SUMMARY AND 2022-2023 FINANCIAL PLAN**

(\$ in millions)

	2021 Budget	Growth	2022 Plan	Growth	2023 Plan
<b>Revenues:</b>					
Passenger Revenue	\$123.4	95.2%	\$240.9	25.1%	\$301.4
CARES Act Funding - Revenue Replacement	\$184.0	-72.3%	\$50.9	-100.0%	\$0.0
Reduced Fare Subsidy	1.6	0.0%	1.6	0.0%	1.6
Other Income (Leases, etc.)	32.5	0.0%	32.5	7.7%	35.0
<b>Total Revenues</b>	<b>\$341.5</b>	<b>-4.6%</b>	<b>\$325.9</b>	<b>3.7%</b>	<b>\$338.0</b>
<b>Operating Expenses</b>					
Cost of Operations - Full Service	669.5	3.5%	693.2	3.3%	716.0
Targeted Cost Savings - for Operations	(124.9)	42.0%	(177.4)	7.8%	(191.1)
<b>Subtotal - Operations</b>	<b>\$544.6</b>	<b>-5.3%</b>	<b>\$515.8</b>	<b>1.7%</b>	<b>\$524.9</b>
Administration	98.5	0.0%	98.5	0.0%	98.5
Diesel Fuel	35.1	16.8%	41.0	34.9%	55.3
Metra Electric District Electricity	3.5	14.3%	4.0	7.5%	4.3
Claims & Insurance	18.3	2.0%	18.7	2.0%	19.0
<b>Total Operating Expenses</b>	<b>\$700.0</b>	<b>-3.1%</b>	<b>\$678.0</b>	<b>3.5%</b>	<b>\$702.0</b>
<b>Total Funded Deficit</b>	<b>\$358.5</b>	<b>-1.8%</b>	<b>\$352.1</b>	<b>3.4%</b>	<b>\$364.0</b>
Metra Sales Taxes	336.3	6.1%	356.9	5.8%	377.7
Add: ICE Funding for Operations	0.0		0.0		0.0
Add: CARES Act Funding - Sales Tax Replacement	22.2	-100.0%	0.0		0.0
Funds Available for Operating	\$358.5	-0.4%	\$356.9	5.8%	\$377.7
Capital Fare Funding	0.0	NMF*	(4.8)	NMF*	(13.7)
<b>Total Funds Available for Operating</b>	<b>\$358.5</b>	<b>-1.8%</b>	<b>\$352.1</b>	<b>3.4%</b>	<b>\$364.0</b>
Excess / (Shortfall) of Funds	0.0		0.0		0.0
Recovery Ratio	53.0%		52.5%		52.5%
Recovery Ratio Additions	\$2.0		\$2.0		\$2.0
Recovery Ratio Exclusions	\$52.3		\$53.3		\$54.4

\*Non meaningful figure

## Exhibit 12

**METRA 2021 PROJECTED CASH FLOW SUMMARY**

(\$ in millions)

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Beginning Balance	\$395.0	\$394.7	\$394.4	\$394.1	\$393.8	\$393.5	\$393.2	\$392.8	\$392.5	\$392.1	\$391.6	\$391.3	
Operating Revenue	8.4	8.7	10.0	11.1	11.5	13.2	14.8	14.7	15.3	15.7	16.0	18.1	157.5
CARES Act Funding - Revenue Replacement	16.8	17.5	11.9	22.5	23.6	16.0	13.4	13.5	13.8	12.5	12.134	10.5	184.0
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
<b>Total Operating Revenue</b>	<b>25.2</b>	<b>26.2</b>	<b>21.9</b>	<b>33.6</b>	<b>35.1</b>	<b>29.2</b>	<b>28.2</b>	<b>28.2</b>	<b>29.1</b>	<b>28.2</b>	<b>28.1</b>	<b>28.6</b>	<b>341.5</b>
RTA Sales Tax Month Paid	32.8	31.8	36.0	24.4	22.9	23.8	23.6	27.3	28.9	26.2	26.8	28.4	332.9
ICE (Per RTA Schedule)	0.3	0.3	0.4	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.3	4.1
RTA Sales Tax / State PTF	33.2	32.1	36.4	24.7	23.2	24.2	23.9	27.6	29.2	26.6	27.2	28.8	337.0
Other State Funds (Bond & PAYGO)	16.1	16.1	16.1	16.1	16.1	16.1	16.1	16.1	16.1	16.0	16.0	16.0	192.9
CARES Act Funding - Sales Tax Replacement	0.0	0.0	0.0	0.0	0.1	5.0	6.2	2.5	0.0	3.6	3.0	1.7	22.2
<b>Capital Grants</b>													
FTA	15.8	15.8	15.8	15.8	15.8	15.8	15.8	15.8	15.8	15.8	15.8	15.7	189.5
RTA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CMAQ	0.0	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.3
<b>Subtotal</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	<b>16.1</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	<b>15.7</b>	<b>189.8</b>
<b>Total Cash Receipts</b>	<b>90.2</b>	<b>90.2</b>	<b>90.2</b>	<b>90.2</b>	<b>90.3</b>	<b>90.5</b>	<b>90.2</b>	<b>90.2</b>	<b>90.3</b>	<b>90.1</b>	<b>90.2</b>	<b>90.8</b>	<b>1,083.5</b>
<b>Operating Expenses</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.4</b>	<b>58.4</b>	<b>58.4</b>	<b>58.4</b>	<b>700.0</b>
<b>Total Operating Expenses</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>	<b>58.4</b>	<b>58.4</b>	<b>58.4</b>	<b>58.4</b>	<b>700.0</b>
<b>Capital Projects</b>													
FTA/RTA/IDOT	32.2	32.2	32.3	32.2	32.2	32.5	32.2	32.3	32.3	32.2	32.2	32.0	386.8
Metra	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Capital Projects</b>	<b>32.2</b>	<b>32.2</b>	<b>32.3</b>	<b>32.2</b>	<b>32.2</b>	<b>32.5</b>	<b>32.2</b>	<b>32.3</b>	<b>32.3</b>	<b>32.2</b>	<b>32.2</b>	<b>32.0</b>	<b>386.8</b>
<b>Total Cash Disbursements</b>	<b>90.5</b>	<b>90.5</b>	<b>90.6</b>	<b>90.5</b>	<b>90.5</b>	<b>90.8</b>	<b>90.5</b>	<b>90.6</b>	<b>90.7</b>	<b>90.6</b>	<b>90.501</b>	<b>90.5</b>	<b>1,086.8</b>
<b>Ending Balance</b>	<b>\$394.7</b>	<b>\$394.4</b>	<b>\$394.1</b>	<b>\$393.8</b>	<b>\$393.5</b>	<b>\$393.2</b>	<b>\$392.8</b>	<b>\$392.5</b>	<b>\$392.1</b>	<b>\$391.6</b>	<b>\$391.3</b>	<b>\$391.6</b>	

## Exhibit 13

## CAPITAL PROGRAM 2021

PE	Description	RR	Source	Amount	PE	Description	RR	Source	Amount
<b>Rolling Stock</b>					<b>Signal, Electrical &amp; Communications</b>				
5501	TRACTION MOTORS	MET	f3	\$1,800,000	5149	LAKE STREET INTERLOCKER	UPR	f9	\$1,000,000
5502	LOCOMOTIVE AND CAR IMPROVEMENTS	MET	f9	\$1,500,000	5352	SIGNAL STANDARDS	MET	f9	\$550,000
5503	WHEEL REPLACEMENT	MET	f3	\$2,000,000	5551	SIGNAL SYSTEM IMPROVEMENTS	MED	f3	\$1,500,000
5010	CAR AND LOCOMOTIVE CAMERAS	MET	f9	\$1,500,000	5552	SIGNAL SYSTEM IMPROVEMENTS	MWD	f3	\$1,000,000
5505	PTC- RENEWAL (MECHANICAL)	MET	f9	\$2,800,000	5553	SIGNAL SYSTEM IMPROVEMENTS	RID	f3	\$1,500,000
5306	F59 LOCOMOTIVE UPGRADE	MET	ip	\$10,000,000	5554	SWITCH LAYOUT STANDARDS	MET	f9	\$1,382,000
5406	DC TO AC CONVERSION	MET	ib	\$25,000,000	5447	MWD WEST LINE SIGNALS	MWD	f9	\$5,250,000
5204	LOCOMOTIVE REHABILITATION	MET	f3	\$1,535,000	5388	SMART GATES	MET	f9	\$7,000,000
5006	NEW CAR PURCHASE	MET	ib	\$53,641,600	5457	CUS INTERLOCKERS	MET	f3	\$2,000,000
5006	NEW CAR PURCHASE	MET	ip	\$7,925,000	4842	16th STREET INTERLOCKER	RID	f9	\$3,000,000
5506	COVID 19 - MODIFICATIONS	MET	f9	\$6,700,000	5547	FACILITIES - ELEC	BNS	f3	\$900,000
5009	CAR REHAB (NIPPON SHARYO HIGHLINERS)	MET	f3	\$4,000,000	5548	FACILITIES - ELEC	MED	f3	\$600,000
5009	CAR REHAB (NIPPON SHARYO HIGHLINERS)	MET	f9	\$3,000,000	5549	FACILITIES - ELEC	MWD	f3	\$1,000,000
5207	CAR REHAB (NIPPON SHARYO P-5)	MET	f3	\$7,842,000	5550	FACILITIES - ELEC	RID	f9	\$1,000,000
5207	CAR REHAB (NIPPON SHARYO P- 5)	MET	ip	\$11,900,000	5555	CCF GENERATION	MET	f9	\$800,000
<b>Rolling Stock Subtotal</b>				<b>\$141,143,600</b>	5363	SUBSTATION IMPROVEMENTS (JACKSON)	MED	ib	\$10,200,000
<b>Bridges, Track &amp; Structure</b>					5361	MORGAN INTERLOCKING	MWD	f3	\$3,000,000
5511	TIES, BALLAST, & SW HEATERS	BNS	f3	\$3,200,000	5362	WESTERN INTERLOCKING	RID	f3	\$3,000,000
5512	TIES AND BALLAST	MED	f9	\$1,646,000	5455	LAKE FOREST CROSSOVERS	MWD	f9	\$3,000,000
5513	TIES AND BALLAST	MWD	f3	\$2,000,000	5560	MILWAUKEE SIGNALS - NORTH	MWD	ip	\$4,000,000
5514	TIES AND BALLAST	RID	f3	\$2,880,000	5560	MILWAUKEE SIGNALS - NORTH	MWD	f9	\$1,100,000
5521	UNDERCUTTING & SURFACING	MED	f3	\$1,000,000	5556	CONSTANT TENSION CATENARY STUDY	MED	f9	\$750,000
5522	UNDERCUTTING & SURFACING	MWD	f3	\$750,000	5151	FIBER OPTIC	MED	ip	\$8,000,000
5523	UNDERCUTTING & SURFACING	RID	f3	\$1,000,000	4947	A-20 INTERLOCKING	MWD	f3	\$6,000,000
5524	UNDERCUTTING & SURFACING	UPR	f9	\$250,000	5557	MED IMPROVEMENT PROJECT	MED	f9	\$4,000,000
5525	RAIL REPLACEMENT	BNS	f3	\$1,000,000	5350	COMMUNICATION IMPROVEMENTS	MET	f9	\$1,000,000
5526	RAIL REPLACEMENT	MED	f3	\$500,000	5558	DOWNTOWN PUBLIC ADDRESS SYS	MET	f3	\$1,800,000
5527	RAIL REPLACEMENT	MWD	f3	\$1,500,000	5559	SYSTEMWIDE CAMERAS	MET	f9	\$600,000
5528	RAIL REPLACEMENT	RID	f3	\$2,500,000	5561	NETWORKING EQUIPMENT	MET	f9	\$750,000
5529	RAIL REPLACEMENT	UPR	f9	\$500,000	4746	IMPEDANCE BONDS	MET	f3	\$200,000
5330	CREATE - P2	SWS	ip	\$6,500,000	<b>Signal, Electrical &amp; Communications Subtotal</b>				<b>\$75,882,000</b>
5532	CROSSINGS (ROAD & TRACK)	MWD	f3	\$1,000,000	<b>Facilities and Equipment</b>				
5533	CROSSINGS (ROAD & TRACK)	MWD	f3	\$1,500,000	5562	YARD IMPROVEMENTS	BNS	f3	\$3,000,000
5534	CROSSINGS (ROAD & TRACK)	RID	f3	\$1,000,000	5563	YARD IMPROVEMENTS	MED	f3	\$1,000,000
5535	CROSSINGS (ROAD & TRACK)	UPR	f9	\$1,000,000	5564	YARD IMPROVEMENTS	MWD	f3	\$1,000,000
5536	BRIDGES & RETAINING WALLS	BNS	f3	\$3,000,000	5565	YARD IMPROVEMENTS	RID	f3	\$500,000
5537	BRIDGES	MED	f3	\$400,000	5566	YARD IMPROVEMENTS	UPR	f9	\$500,000
5538	BRIDGES	MWD	f9	\$500,000	5567	MILLENNIUM STATION BOILERS	MED	f3	\$2,180,000
5540	BRIDGES & RETAINING WALLS	UPR	f3	\$2,500,000	5568	WESTERN AVENUE YARD OIL SEPARATION	MWD	f9	\$890,000
5442	BRIDGE A318	MWD	f3	\$2,500,000	5569	UP WASTEWATER REPLACEMENT @M19A	UPR	f3	\$2,945,000
4739	275-OLD 96th AVENUE BRIDGE	RID	ib	\$8,000,000	5466	CREW FACILITIES	MET	f3	\$2,000,000
5541	STONEY CREEK BRIDGE- SWS	RID	ib	\$500,000	5570	RIGHT-OF-WAY EQUIPMENT	MET	ip	\$9,000,000
5542	GRAND AVENUE BRIDGE	MWD	ib	\$1,000,000	5571	EQUIPMENT & VEHIC MECH	MET	f3	\$3,000,000
<b>Bridges, Track &amp; Structure Subtotal</b>				<b>\$48,126,000</b>	5062	AUTOMATIC PASSENGER COUNTERS	MET	f9	\$1,000,000
					5572	OFFICE EQUIPMENT	MET	f9	\$275,000
					5573	IT COMPONENTS & SERVICES	MET	f9	\$1,723,000
					5574	TROI - NET	MET	f9	\$2,636,320
					5575	TICKET VENDING MACHINES	MET	f9	\$2,650,000
					5575	TICKET VENDING MACHINES	MET	ip	\$10,000,000
					5576	BUILDING IMPROVEMENTS	MET	f9	\$5,000,000
					5453	CENTRAL WAREHOUSING	MET	f9	\$2,000,000
					5171	GPS/TRAIN TRACKING	MET	f9	\$1,000,000
					5171	GPS/TRAIN TRACKING	MET	ri	\$4,158,000
<b>Facilities &amp; Equipment Subtotal</b>				<b>\$56,457,320</b>					



PE	Description	RR	Source	Amount	PE	Description	RR	Source	Amount
<b>Stations and Parking</b>					<b>Support Activities</b>				
5475	SYSTEMWIDE STATION SIGNS	MET	f9	\$1,500,000	5590	INFRASTRUCTURE ENGINEERING	BNS	f3	\$400,000
5478	ELEVATOR REPLACEMENT	MET	ip	\$1,450,000	5591	INFRASTRUCTURE ENGINEERING	MED	f9	\$400,000
5580	PLATFORM IMPROVEMENTS	MET	f3	\$3,000,000	5592	INFRASTRUCTURE ENGINEERING	MWD	f3	\$400,000
5580	PLATFORM IMPROVEMENTS	MET	ip	\$2,000,000	5593	INFRASTRUCTURE ENGINEERING	RID	f3	\$400,000
5581	SYSTEMWIDE STATION IMPROVEMENTS	MET	f3	\$5,000,000	5594	INFRASTRUCTURE ENGINEERING	UPR	f3	\$400,000
5583	PARKING LOT IMPROVEMENTS	MET	f3	\$1,000,000	5595	INFRASTRUCTURE ENGINEERING	MET	f3	\$400,000
5584	BICYCLE PARKING	MET	fc	\$306,000	5195	TRANSIT ASSET MANAGEMENT	MET	f9	\$2,300,000
5384	ELMHURST STATION	UPR	ib	\$2,000,000	5488	PROJECT DEVELOPMENT	MET	f9	\$500,000
4676	SOUTH WATER STREET STATION	MED	f9	\$2,000,000	5489	PROGRAM MANAGEMENT	MET	f9	\$10,000,000
4784	VAN BUREN STREET STATION	MED	ib	\$9,800,000	5589	PROJECT ADMINISTRATION	MET	f3	\$500,000
5474	OGILVIE TILE REPLACEMENT	UPR	f3	\$250,000	5589	PROJECT ADMINISTRATION	MET	f9	\$500,000
4479	59th/60th ST. STATION (UNIV. of Chicago)	MED	ib	\$9,000,000	5599	CONTINGENCIES	MET	f3	\$1,238,842
5182	79th STREET STATION	MED	f3	\$5,000,000	5599	CONTINGENCIES	MET	f9	\$493,387
5485	WESTMONT STATION	BNS	f3	\$2,000,000	<b>Support Activities Subtotal</b>				<b>\$17,932,229</b>
5479	SHELTERS	MET	ip	\$3,000,000	<b>Grand Totals For Uses</b>				<b>\$386,847,149</b>
<b>Stations and Parking Subtotal</b>				<b>\$47,306,000</b>					
Federal State of Good Repair (5337)							f3		\$103,520,842
Federal Formula (5307)							f9		\$85,945,707
<b>Subtotal Federal Formula</b>							<b>f</b>		<b>\$189,466,549</b>
CMAQ							fc		\$306,000
RTA State of Good Repair Bonds							rb		\$-
RTA Innovation, Coordination & Enhancement							ri		\$4,158,000
State of Illinois Bonds							ib		\$119,141,600
State of Illinois PAYGO Funds							ip		\$73,775,000
<b>GRAND TOTAL</b>									<b>\$386,847,149</b>

Exhibit 14  
**METRA CAPITAL PROGRAM SOURCES 2021 - 2025**  
 (\$ in millions)

Funding Source	2021	2022	2023	2024	2025	Total 2021-2025
<b>Federal Base Program</b>						
State of Good Repair (5337)/ Formula (5307)	\$189.5	\$192.3	\$195.1	\$198.1	-	\$775.1
<b>Subtotal Federal Base Program</b>	<b>\$189.5</b>	<b>\$192.3</b>	<b>\$195.2</b>	<b>\$198.1</b>	<b>-</b>	<b>\$775.1</b>
<b>Supplemental</b>						
Federal Congestion Mitigation & Air Quality (CMAQ)	\$0.3	\$0.0	\$28.8	\$0.0	-	\$29.1
State Bond Funds	\$119.1	\$144.9	\$138.1	\$102.6	-	\$504.7
State PAYGO Funds	\$73.8	\$73.8	\$73.8	\$73.8	-	\$295.2
RTA Bond	\$0.0	\$0.0	\$130.0	\$0.0	-	\$130.0
RTA Innovation, Coordination & Enhancement (ICE)	\$4.1	\$4.4	\$4.6	\$0.0	-	\$13.1
<b>Subtotal Supplemental Program</b>	<b>\$197.3</b>	<b>\$223.1</b>	<b>\$375.3</b>	<b>\$176.4</b>	<b>-</b>	<b>\$972.1</b>
<b>Grand Total*</b>	<b>\$386.8</b>	<b>\$415.4</b>	<b>\$570.5</b>	<b>\$374.5</b>		<b>\$1,747.2</b>

\*May not total due to rounding

# 2021 CAPITAL PROGRAM PROJECT DESCRIPTIONS

## ROLLING STOCK

### PE 5501 TRACTION MOTORS, MET

This project funds the overhaul of traction motors and traction alternators for locomotives as well as the overhaul of auxiliary generators and head-end-power (HEP) alternators, which will 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. (\$1,800,000)

### PE 5502 LOCOMOTIVE AND CAR IMPROVEMENTS, MET

This project covers improvements to diesel and electric rolling stock during ongoing maintenance and/or major overhauls. Currently, Metra is installing cameras and digital recording devices in locomotives and cars. (\$1,500,000)

### PE 5503 WHEEL REPLACEMENT, MET

This project funds the FRA-mandated replacement of wheel sets on Metra's fleet of locomotives and commuter cars. The replacement wheels will be used on vehicles being operated on all carriers and railroads in the Metra system as part of an ongoing program to overhaul major rolling stock components. (\$2,000,000)

### PE 5010 CAR AND LOCOMOTIVE CAMERAS, MET

This project funds the purchase of a digital video recording (DVR) system. The system will replace a 12-year-old, obsolete system currently running on Metra's rolling stock. The new system will allow for video recording of railroad

## LINE ABBREVIATIONS

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

signal aspects and incidents. It includes inward-facing cameras and outward-facing, dual-lens cameras. (\$1,500,000)

### PE 5505 PTC RENEWAL (MECHANICAL), MET

This project funds the second phase of Positive Train Control (PTC), including updating on-board equipment and parts in locomotives and cab cars that communicate with the guideway PTC system. (\$2,800,000)

### PE 5306 F59 LOCOMOTIVE ENGINE UPGRADE, MET

This project funds the overhaul of 21 F59PHI locomotives to keep them in a state of good repair. The locomotives' main engine will be upgraded from Tier 0+ to Tier 3 emissions and the HEP genset will be upgraded from Tier 2 to Tier 4i. (\$10,000,000)

### PE 5406 DC TO AC CONVERSION, MET

This project funds the conversions of 54 locomotives in Metra's fleet (F59 PHI, F59 PH and MP 36) from DC traction propulsion to AC traction propulsion. (\$25,000,000)

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

This project funds Metra's ongoing locomotive rehabilitation program and includes the life-extending rebuild of F40 locomotives and the mid-life overhaul of MP36 locomotives. A locomotive rehabilitation is less expensive than a purchase, saving approximately \$5 million per vehicle. The project may include, but is not limited to, the complete rebuild of a diesel engine, overhaul of the head end power alternator and gear boxes, and painting and body repair. (\$1,535,000)

### PE 5006 NEW CAR PURCHASE, MET

The proposed long-term railcar program will purchase 397 new diesel cars to replace 318 cars with an average age of 43 years, increase the number of spare cars by 49 and retire the oldest cars in the fleet. (\$61,566,600)

### PE 5506 COVID-19 MODIFICATIONS, MET

This project funds miscellaneous expenses for COVID-19 related modifications made to rolling stock and cab cars. The project may include, but is not limited to, modifications to cab car interiors,

installation of additional hand sanitizers on trains, replacing air filters, purchasing new cleaning devices, and applying informational signage and decals in cars. (\$6,700,000)

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

This project funds the continued rehabilitation of self-propelled electric cars used on the Metra Electric. The cars in this program were delivered between 2005 and 2007. This first rehabilitation may include, but is not limited to, repair of the car body structure, interior components, and overhaul of propulsion control systems. (\$7,000,000)

**PE 5207 CAR REHAB (NIPPON SHARYO Phases 5-7), MET**

This project funds the mid-life rehabilitation of bi-level trailer and cab cars. Nippon Sharyo Corporation built and delivered the cars between 2002 and 2008. This is the first major rehabilitation of these commuter cars and will be performed in multiple phases. (\$19,742,000)

**BRIDGES, TRACK & STRUCTURE**

**PE 5511 TIES AND BALLAST & SW HEATERS, BNS**

**PE 5512 TIES AND BALLAST, MED**

**PE 5513 TIES AND BALLAST, MWD (50/50)**

**PE 5514 TIES AND BALLAST, RID**

These projects consist of the replacement of cross ties, switch ties and ballast. In order to maintain proper track gauge and surface, it is necessary to replace ties and ballast periodically, and these projects are part of an ongoing program to replace ties and ballast throughout the commuter territory. This improves

the riding quality of the trains and reduces the incidence of slow orders, which adversely affect adherence to train schedules. Projects on the Milwaukee District are split with the Canadian Pacific Railroad. (\$9,726,000)

**PE 5521 UNDERCUTTING & SURFACING, MED**

**PE 5522 UNDERCUTTING & SURFACING, MWD**

**PE 5523 UNDERCUTTING & SURFACING, RID**

**PE 5524, UNDERCUTTING & SURFACING, UPR**

These projects fund track undercutting, which removes all fouled track ballast, cleans it and returns it to the track bed. When the ballast is fouled, its load-spreading capability is lost. Undercutting is necessary when a section of ballast has become so contaminated that it will no longer hold a proper track surface. Undercutting results in a smooth, well-aligned track surface, extended tie and ballast life and reduced ongoing maintenance expense. (\$3,000,000)

**PE 5525 RAIL REPLACEMENT, BNS**

This project provides for the installation of rail and switches on the BNSF commuter line. The project also includes the renewal of switch points at various locations along the BNSF railroad, the replacement of switch machines and the replacement of turnouts. The high density of freight and commuter traffic, including extensive express service, on this line requires close monitoring and periodic replacement of switches and switch machines. Turnouts must also be inspected and replaced frequently to protect against derailment. While minor defects in switch points and turnouts can be remedied with field welding,

replacement over time is required to ensure reliable operations. (\$1,000,000)

**PE 5526 RAIL REPLACEMENT, MED**

**PE 5527 RAIL REPLACEMENT, MWD**

**PE 5528 RAIL REPLACEMENT, RID**

**PE 5529 RAIL REPLACEMENT, UPR**

These projects fund the installation of continuous welded rail on Metra-owned rail lines and the Union Pacific rail lines. Specific locations are to be determined. Rail requires periodic replacement to maintain track speeds and on-time performance. (\$5,000,000)

**PE 5330 CREATE – P2, SWS**

This project funds engineering for the 75th Street Corridor Improvement Project (CIP) which, when constructed, will relieve rail congestion by separating freight and passenger rail lines, thereby eliminating bottlenecks and reducing train idling. (\$6,500,000)

**PE 5532 CROSSINGS (ROAD & TRACK), MWD**

**PE 5533 CROSSINGS (ROAD & TRACK), MWD**

**PE 5534 CROSSINGS (ROAD & TRACK), RID**

**PE 5535 CROSSINGS (ROAD & TRACK), UPR**

These projects fund the renewal of rail highway grade crossings at various locations on the Metra commuter lines and the Union Pacific lines. The specific crossings to be renewed will be determined upon evaluations of deterioration. The work will include, but not be limited to, replacement of cross ties, crossing material, and ballast, as well as the surfacing of the track. (\$4,500,000)

**PE 5536 BRIDGES AND RETAINING WALLS, BNSF**

This project provides for the rehabilitation of retaining walls on the BNSF commuter line. Sections of retaining wall at various locations along the right-of-way will be rehabilitated. This work typically includes complete reconstruction with steel sheet piling, concrete panels or bin wall to prevent retaining wall deterioration, which can result in destabilization of the roadbed and track shifting. (\$3,000,000)

**PE 5537 BRIDGES, MED**

This project provides for the rehabilitation of retaining walls on the Metra Electric. Sections of retaining wall at various locations along the right-of-way will be rehabilitated. This work typically includes complete reconstruction with steel sheet piling, concrete panels or bin wall to prevent retaining wall deterioration, which can result in destabilization of the roadbed and track shifting. (\$400,000)

**PE 5538 BRIDGES, MWD**

This project funds the improvement of bridges along the Milwaukee District North and West lines. Improvements can include rehabilitation of timber wingwalls and fencing, cracked bearing blocks and cracked bridge seats on abutments. Specific improvements will be determined based on a survey of field conditions. (\$500,000)

**PE 5540 BRIDGES AND RETAINING WALLS, UPR**

This project provides for the rehabilitation of retaining walls on the UP commuter lines. Sections of retaining wall at various locations along the right-of-way will be rehabilitated. This work typically includes complete reconstruction with steel sheet piling, concrete panels or bin

wall to prevent retaining wall deterioration, which can result in destabilization of the roadbed and track shifting. (\$2,500,000)

**PE 5442 BRIDGE A318, MWD**

This project funds the engineering design and construction of a new second-track siding over the North Branch Chicago River at milepost 32.4 in Rondout. The new second-track siding will allow for additional train movements through the Fox Lake Subdivision, which runs northwest from Rondout to Fox Lake along the Milwaukee District North Line. (\$2,500,000)

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

This project funds the replacement of Bridge 275 on Metra's Rock Island District. The 94-year-old bridge spans 96th Avenue in Mokena at milepost 27.5. (\$8,000,000)

**PE 5541 STONEY CREEK BRIDGE, SWS**

This project funds engineering design services for the replacement of the Stoney Creek Bridge on Metra's SouthWest Service. The bridge, constructed in 1917, spans Stoney Creek in Oak Lawn at milepost 16.3. Construction funds are provided in future years. (\$500,000)

**PE 5542 GRAND AVENUE BRIDGE, MWD**

This project funds engineering design services for the replacement of the Grand Avenue Bridge. Three mainline tracks use the bridge, including the Milwaukee District North and West Lines and the North Central Service. The bridge, constructed in 1898, spans the intersection of Grand Avenue and Homan Avenue at milepost 4.5. Construction funds are provided in future years. (\$1,000,000)

**SIGNAL, ELECTRICAL & COMMUNICATIONS****PE 5149 LAKE STREET INTERLOCKER, UPR**

This project funds the modernization and upgrade of the Lake Street interlocker at the north end of the Ogilvie Transportation Center (OTC). It will replace track, track bed, switches, switch machines, switch heaters, dwarf signals and signal cable. In the future, the interlocking control machine in Lake Street Tower will be replaced by modern equipment. (\$1,000,000)

**PE 5352 SIGNAL STANDARDS, MET**

This project funds engineering design services for centralized train control (CTC) north of A5 on the Milwaukee District North Line. The project will enable Metra's Signal Engineering Department to create a cell library to expedite design and cost estimates of signal projects. (\$550,000)

**PE 5551 SIGNAL SYSTEM IMPROVEMENTS, MED****PE 5552 SIGNAL SYSTEM IMPROVEMENTS, MWD****PE 5553 SIGNAL SYSTEM IMPROVEMENTS, RID**

This project funds the replacement of various signal infrastructure components 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. (\$4,000,000)

**PE 5554 SWITCH LAYOUT STANDARDS, MET**

This multi-year project will standardize the layout of switches on the Metra Electric, Rock Island and Milwaukee North and West lines. (\$1,382,000)

**PE 5447 MWD WEST LINE SIGNALS, MWD**

This project funds a multi-year signal replacement project on the Milwaukee District West Line. Seven signals will be replaced between Wood Dale and Almore. This is a project in partnership with Canadian Pacific Railway. (\$5,250,000)

**PE 5388 SMART GATES, RID**

This project funds the pilot and testing of a set of "smart gates" to be installed at highway-rail grade crossings in Blue Island along the Rock Island District. The smart gates project will apply new, innovative crossings that use cameras, sensors, and artificial intelligence to constantly monitor the crossing gate, signals, and guideway intrusions. When a monitor detects an anomaly, the system will send notice to the back office and dispatch a signal maintainer to perform repairs. Metra plans to eventually implement smart gates systemwide. (\$7,000,000)

**PE 5457 CUS INTERLOCKERS, MET**

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

**PE 4842 16th STREET INTERLOCKER, RID**

This project funds the replacement of the 16th Street interlocking with a modern solid-state automated electronic system. The interlocking is located at a junction with tracks owned by Canadian National (CN) near 16th Street in Chicago. The current interlocking plant

consists of an obsolete manual interlocking with two hand lever machines built in 1901 and 1929. There are no manufacturers of spare or replacement equipment for these machines. (\$3,000,000)

**PE 5547 FACILITIES – ELEC, BNS****PE 5548 FACILITIES – ELEC, MED****PE 5549 FACILITIES – ELEC, MWD****PE 5550 FACILITIES – ELEC, RID**

These projects will provide design and construction funds for electrical engineering projects in BNSF and Metra yards. Projects can include overhead piping, fuel line replacement, cable reels and shore power work. (\$3,500,000)

**PE 5555 CCF GENERATION, MET**

This project funds an electrical engineering project at Metra's Consolidated Control Facility (CCF) for an uninterruptible power supply (UPS) system. The UPS will provide backup power to the communication system at the facility in case of ComEd power failure. (\$3,500,000)

**PE 5363 SUBSTATION IMPROVEMENTS (JACKSON), MED**

This project funds the replacement and expansion of the Jackson Substation along the Metra Electric Line. The substation rectifiers are several decades old and have long exceeded their useful life. This project is a prerequisite for additional service on the tracks leading into Van Buren St. Station. (\$10,200,000)

**PE 5361 MORGAN INTERLOCKING, MWD**

This project provides construction funds for the replacement of the Morgan Street Interlocker in

Chicago on Metra's Milwaukee District. The Morgan Street Interlocker and crossings were originally installed in the early 1960s. The Chicago region's extreme weather conditions and the lack of available parts make it difficult to maintain and repair the signal system. (\$3,000,000)

**PE 5362 WESTERN INTERLOCKING, RID**

This project provides construction funds for the replacement of the Western Avenue interlocker at Vermont and Grove Street on Metra's Rock Island District. The signal system infrastructure at Western Avenue Junction interlocker was installed in the early 1960s and has become obsolete. (\$3,000,000)

**PE 5455 LAKE FOREST CROSSOVERS, MWD**

This project provides construction funds for the replacement of crossovers in Lake Forest on Metra's Milwaukee District North Line. (\$3,000,000)

**PE 5560 MILWAUKEE SIGNALS – NORTH, MWD**

This project funds signal improvements from Rondout to Deerfield on the Milwaukee District North Line. The project will include, but not be limited to, pedestrian crossing improvements at the West Lake Forest Station and grade crossing improvements at Everett and Conway roads in Lake Forest. IDOT will also be doing improvements in conjunction with this project. (\$5,100,000)

**PE 5556 CONSTANT TENSION CATENARY STUDY, MED**

This project will fund an engineering study of constant tension technology for the potential application on the Metra Electric District. The existing catenary system is

currently undergoing extensive rehabilitation. Constant tension technology may be added to the catenary rehabilitation project scope pending the results of this study. (\$750,000)

#### **PE 5151 FIBER OPTIC, MED**

This project consists of the replacement of the coaxial cable and copper cable used to conduct voice and signal data on the Metra Electric District's mainline with fiber optic cable. The fiber optic cable will connect to the recent installation on the South Chicago Branch and Blue Island Branch and extend to the downtown terminal. (\$8,000,000)

#### **PE 4947 A-20 INTERLOCKING**

This project provides engineering and construction funds to modernize the A-20 Interlocking near Techny Road in Northbrook on the Milwaukee District North Line. The scope of work includes improving two grade crossings (Shermer and Techny Road), modernizing signals, and improving track between the Morton Grove Station and Deerfield Station. Work may include adding rail, switches, signals, crossovers, and renewal of track and signal circuits and cables. The project will implement a signal control system that is PTC-compatible. (\$6,000,000)

#### **PE 5557 MED IMPROVEMENT PROJECT, MED**

This project funds the upgrade of the Metra Electric Line track and structure and is being undertaken in conjunction with a New Start project by the Northern Indiana Commuter Transportation District on shared tracks. (\$6,000,000)

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

This project funds the installation of communications equipment throughout the Metra system,

including cameras, video equipment, and video back-up. The new equipment will improve operating cost and service reliability by replacing analog equipment with digital equipment. (\$1,000,000)

#### **PE 5558 DOWNTOWN PUBLIC ADDRESS SYSTEM, MET**

This project funds purchase of public address (PA) equipment that will be used at various locations in Metra's downtown Chicago terminals. The new PA system will be designed to comply with the Americans with Disabilities Act (ADA). (\$1,800,000)

#### **PE 5559 SYSTEMWIDE CAMERAS, MET**

This multi-year project provides funding for the installation of up to 600 cameras annually throughout the Metra system. Upon completion of the installation of fiber optic cable along the Rock Island and SouthWest Service lines, Metra plans to install 1,300 cameras at all grade crossings and 23 stations. (\$600,000)

#### **PE 5561 NETWORKING EQUIPMENT, MET**

This multi-year project funds the replacement of antiquated communications equipment on several Metra lines and the Union Pacific lines. (\$750,000)

#### **PE 4746 IMPEDANCE BONDS, MET**

This project funds replacement of impedance bonds that are damaged, defective, or worn. The impedance bonds are a fundamental part of the track circuit and control the current path, thus limiting power losses and assuring proper function of the protective relays. (\$200,000)

## **FACILITIES & EQUIPMENT**

#### **PE 5562 YARD IMPROVEMENTS, BNS**

This project provides design and construction funds for yard improvement projects at the BNSF line yards including the 14th Street Yard and Hill Yard. Improvements may include, but are not be limited to, upgrading the crew facility at 14th Street, construction of a new compressed air building and compressed air piping system at Hill Yard, and the installation of new cable reel covers and switch heaters as needed. (\$3,000,000)

#### **PE 5563 YARD IMPROVEMENTS, MED**

This project provides design and construction funds for yard improvement projects at the Metra Electric district yards. Projects may include replacing, adding, or repairing ties and track, crosswalks and yard platforms, electric tubular heaters, switch machines, cable reels, and shore power. (\$1,000,000)

#### **PE 5564 YARD IMPROVEMENTS, MWD**

This project provides design and construction funds for yard improvement projects at the yard facilities along the Milwaukee District lines. Upgrades under this project will include, but are not limited to, installation of electric heating elements for switches and the installation of steel-grated boardwalks at the Western Avenue yard. Track work would include rail, ties, ballast and switches. (\$1,000,000)

#### **PE 5565 YARD IMPROVEMENTS, RID**

This project provides design and construction funds for yard improvement projects at Rock Island District yard facilities. This project involves, but is not limited

to, replacing ties, crosswalks and platforms with steel-grated platforms. (\$500,000)

**PE 5566 YARD IMPROVEMENTS, UPR**

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

**PE 5567 MILLENNIUM STATION BOILERS, MED**

The project funds the replacement of the station's five existing boilers and associated equipment, which are at the end of their useful lives. (\$2,180,000)

**PE 5568 WESTERN AVE YARD OIL SEPARATION, MWD**

This project funds the replacement of the oil separation system at the diesel repair facility in the Western Avenue Yard. The existing system is nearing the end of its useful life and is increasingly at risk of failure. (\$890,000)

**PE 5569 M19A WASTEWATER TREATMENT, UPR**

This project funds the replacement of the wastewater treatment system at the M19A locomotive facility. The existing system is nearing the end of its useful life and is increasingly at risk of failure. Union Pacific will be tasked with completing design engineering and the installation of the new system. (\$2,945,000)

**PE 5466 CREW FACILITIES, MET**

This project includes, but is not limited to, renovation of existing crew facilities or construction of new crew facilities at existing yard locations across the Metra system. Work may include design of and renovations to interior

spaces such as office spaces, locker rooms, and training facilities. (\$2,000,000)

**PE 5570 RIGHT-OF-WAY EQUIPMENT, MET**

This project funds the purchase of various pieces of equipment to be used by Metra's Engineering Department. Equipment purchased under this project will include end loaders, track backhoes, hi-rail equipment for track inspection, track tampers, track stabilizers, tie cranes, and other equipment. (\$9,000,000)

**PE 5571 EQUIPMENT & VEHIC MECH, MET**

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

**PE 5062 AUTOMATED PASSENGER COUNTERS, MET**

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

**PE 5572 OFFICE EQUIPMENT, MET**

This project funds the purchase of various pieces of equipment and office furniture to replace equipment that has exceeded its useful life. The equipment will be used at Metra storehouses and at the 547 W. Jackson building. (\$275,000)

**PE 5573 IT COMPONENTS & SERVICES, MET**

Funds purchases of various pieces of equipment that will be used at Metra headquarters and outlying Metra facilities. Purchases may include, but are not limited to, replacement of obsolete information technology infrastructure, upgrade network switches, computers and printers, copiers, new and replacement servers, financial system software, and other software. (\$1,723,000)

**PE 5574 TROI-NET, MET**

The TROI-Net Station Displays Project is the design and rollout of the next generation of Metra's VIS Signs. Instead of one VIS sign per station, TROI-Net Station Displays will be installed at multiple locations at most stations. To meet accessibility requirements of the Americans with Disabilities Act (ADA), the TROI-Net Station Displays will provide the same visual information as Metra's current audio/visual station announcements. TROI-Net Station Displays will also provide live train-tracking information, customer information messages and emergency messages for Metra customers. (\$2,636,320)

**PE 5575 TICKET VENDING MACHINES, MET**

This project funds the first phase of the installation of up to 310 ticket vending machines (TVMs) at select stations throughout the Metra system. The TVMs will offer a variety of ticket purchasing options and make purchasing tickets faster, easier, and more convenient for Metra customers. The TVMs will be fully ADA-accessible and will offer the ability to purchase tickets using contactless cards and mobile wallet applications. (\$12,650,000)

**PE 5576 BUILDING IMPROVEMENTS, MET**

This project funds improvements at the 547 W. Jackson building. Projects may include the installation of a stairwell pressurization system and the replacement of the building's HVAC system. All work will comply with City of Chicago building codes. (\$5,000,000)

**PE 5453 CENTRAL WAREHOUSING, MET**

This project will fund the renovation of an existing warehouse facility that Metra acquired to centralize warehousing for materials that support support the railroad's activities. The central warehouse will combine four existing buildings that are currently overcrowded and will create efficiencies by allowing Metra to buy supplies in larger quantities and lower delivery costs. (\$2,000,000)

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

This project funds the replacement of the GPS system used to track train locations, which has exceeded its useful life. The new system also will replace the onboard announcement system and onboard signs on the entire fleet. Metra will also install automatic passenger counters and event recorders. The new system will maintain the necessary current functions, with the potential to add video surveillance, customer information displays and an information system. This project will enable Metra to track trains, count passengers and provide information with one system. (\$5,158,000)

**STATIONS & PARKING****PE 5475 SYSTEMWIDE STATION SIGNS, MET**

This project will fund the replacement of all Metra station identification throughout the system. These signs were installed in the early 1980s and are reaching the end of useful life. The new signs will be designed to comply with the Americans with Disabilities Act (ADA). (\$1,500,000)

**PE 5478 ELEVATOR REPLACEMENT, MET**

This project will replace or renovate elevators at various stations across the Metra system. (\$1,450,000)

**PE 5580 PLATFORM IMPROVEMENTS, MET**

This project funds Metra's ongoing effort to bring commuter rail stations into compliance with the requirements of the Americans with Disabilities Act (ADA). Platform and access projects will be completed as needed. (\$5,000,000)

**PE 5581 SYSTEMWIDE STATION IMPROVEMENTS, MET**

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

**PE 5583 PARKING LOT IMPROVEMENTS, MET**

This project funds major parking lot renovations and collection boxes throughout the system. Parking lots may need to be overhauled even if the station is

in good condition. This project will do so without depleting funds from the station projects. (\$1,000,000)

**PE 5584 BICYCLE PARKING, MET**

Metra was awarded CMAQ grants for the purchase and installation of bicycle parking facilities at stations across the system. Specific locations are to be determined. (\$306,000)

**PE 5384 ELMHURST STATION, UPR**

This project funds Metra's portion of a larger station renovation/expansion in Elmhurst. It will leverage CMAQ funds obtained by the Village of Elmhurst to construct a larger station to accommodate the growing ridership. (\$2,000,000)

**PE 4676 SOUTH WATER ST. STATION, MED**

This project provides construction funds to rehabilitate the South Water Street station access points and station facility along the Metra Electric. The repair work may include, but is not limited to, replacement of floors and the suspended ceiling in the waiting area, updated lighting fixtures, restroom updates, and upgraded heating and air conditioning. (\$2,000,000)

**PE 4784 VAN BUREN ST. STATION, MED**

This project provides construction funds to fully rehabilitate the historic Van Buren Street Station on the Metra Electric Line. The project will renovate existing station components including, but not to be limited to, passenger loading platforms, construction of a pedestrian bridge, installation of elevators to the platforms and platform shelters, and waterproofing of the facility's ceilings. Design engineering services for the



station rehabilitation are currently underway. (\$9,800,000)

**PE 5474 OGILVIE TILE REPLACEMENT, UPR**

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

**PE 4479 59th/60th ST. (U. of CHICAGO) STATION, MED**

This project funds the complete rehabilitation of the 59th/60th Street (U. of Chicago) station facility in Chicago along the Metra Electric Line. As part of the project, the 60th Street entrance will be reopened. Additional project elements include, but may not be limited to, lighting, sidewalk, bike facilities, landscape enhancements and other related work. The project will leverage \$2,500,000 from the University of Chicago. (\$9,000,000)

**PE 5182 79th STREET STATION, MED**

This project funds the complete rehabilitation of the 79th Street station facility in Chicago along the Metra Electric. The project scope includes the repair or replacement of aging shelter enclosures, station lighting upgrades, and platform renovation work. Additional project elements may include, but are not limited to, sidewalk repairs, upgraded bike facilities, landscape enhancements, bench repairs, and other related work as needed. (\$5,000,000)

**PE 5485 WESTMONT STATION, BNS**

This project funds the installation of a new heated-platform technology requested by the village. The heated platform will reduce the amount of snow

and ice build-up during winter months, nearly eliminating the need for manual snow removal. (\$2,000,000)

**PE 5479 SHELTERS, MET**

This project funds the installation of shelters at stations across the system. Specific locations are to be determined, based on existing conditions and demand. Shelters will be prefabricated structures and may include on-demand heating elements. (\$3,000,000)

**SUPPORT ACTIVITIES**

**PE 5590 INFRASTRUCTURE ENGINEERING, BNS**

**PE 5591 INFRASTRUCTURE ENGINEERING, MED**

**PE 5592 INFRASTRUCTURE ENGINEERING, MWD**

**PE 5593 INFRASTRUCTURE ENGINEERING, RID**

**PE 5594 INFRASTRUCTURE ENGINEERING, UPR**

**PE 5595 INFRASTRUCTURE ENGINEERING, MET**

This project funds various engineering responsibilities for capital projects. Metra's Engineering Department as well as consultant engineers provide support to capital projects. The associated professional consultant services include design engineering and/or construction management in the areas of civil, structural, electrical, mechanical, signal, communications and environmental engineering. (\$2,400,000)

**PE 5195 TRANSIT ASSET MANAGEMENT, MET**

This project funds the continuation of Metra's comprehensive asset assessment. This phase will consist of hiring a consultant to assist with the monitoring and implementation of Metra's Transit Asset Management Plan as

required by the Federal Transit Administration. (\$2,300,000)

**PE 5488 PROJECT DEVELOPMENT, MET**

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

**PE 5489 PROGRAM MANAGEMENT, MET**

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

**PE 5589 PROJECT ADMINISTRATION, MET**

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

**PE 5599 CONTINGENCIES, MET**

This project funds both emergencies and unanticipated capital needs that arise throughout the course of the program year. Items covered require immediate attention and cannot wait for inclusion in the budget for the forthcoming program year. Contingencies are necessary to fund emergency activities to prevent project and service delays. (\$1,732,229)

Exhibit 15

**2021-2025 CAPITAL PROGRAM****CORE PROGRAM**

(\$ in thousands)

Description	2021	2022	2023	2024	2025	Total 2021-2025
<b>Rolling Stock</b>						
Locomotive Improvements	\$36,535	\$62,050	\$28,800	\$0	-	\$127,385
Car Rehabilitation	\$33,442	\$30,100	\$44,053	\$44,261	-	\$151,856
New Locomotives	\$0	\$0	\$0	\$0	-	\$0
New Rolling Stock	\$61,567	\$78,275	\$252,474	\$117,426	-	\$509,742
Fleet Component Overhaul	\$9,600	\$11,400	\$8,800	\$8,500	-	\$38,300
<b>Subtotal</b>	<b>\$141,144</b>	<b>\$181,825</b>	<b>\$334,127</b>	<b>\$170,187</b>	<b>-</b>	<b>\$827,283</b>
<b>Bridges, Track &amp; Structure</b>						
Ties and Ballast	\$9,026	\$8,330	\$8,750	\$8,750	-	\$34,856
Rail	\$18,200	\$7,550	\$7,800	\$7,668	-	\$41,218
Crossings (Road and Track)	\$4,500	\$5,500	\$4,250	\$4,500	-	\$18,750
Bridges	\$12,900	\$27,500	\$12,000	\$25,250	-	\$77,650
Retaining Wall Rehabilitation	\$3,500	\$1,000	\$1,500	\$1,500	-	\$7,500
Structural Upgrades	\$0	\$750	\$750	\$750	-	\$2,250
<b>Subtotal</b>	<b>\$48,126</b>	<b>\$50,630</b>	<b>\$35,050</b>	<b>\$48,418</b>	<b>-</b>	<b>\$182,224</b>
<b>Signal, Electrical &amp; Communications</b>						
Signal System Upgrades	\$22,932	\$29,382	\$44,782	\$39,382	-	\$136,478
Interlockings	\$26,100	\$19,500	\$10,400	\$7,000	-	\$63,000
Electrical System Improvements	\$26,850	\$12,540	\$26,390	\$13,960	-	\$79,740
<b>Subtotal</b>	<b>\$75,882</b>	<b>\$61,422</b>	<b>\$81,572</b>	<b>\$60,342</b>	<b>-</b>	<b>\$279,218</b>
<b>Facilities &amp; Equipment</b>						
Yard Improvements	\$12,015	\$12,300	\$6,100	\$10,100	-	\$40,515
Building Improvements	\$9,000	\$6,000	\$5,500	\$5,500	-	\$26,000
Equipment and Vehicles	\$35,442	\$17,280	\$17,924	\$18,174	-	\$88,819
Financial Systems Replacement	\$0	\$0	\$0	\$1,000	-	\$1,000
<b>Subtotal</b>	<b>\$56,457</b>	<b>\$35,580</b>	<b>\$29,524</b>	<b>\$34,774</b>	<b>-</b>	<b>\$156,334</b>
<b>Stations &amp; Parking</b>						
Stations & Parking	\$47,306	\$64,276	\$68,050	\$40,850	-	\$218,482
ADA Improvements	\$0	\$0	\$0	\$0	-	\$0
<b>Subtotal</b>	<b>\$47,306</b>	<b>\$64,276</b>	<b>\$68,050</b>	<b>\$40,850</b>	<b>-</b>	<b>\$218,482</b>
<b>Support Activities</b>						
Technical Studies	\$2,900	\$2,600	\$2,750	\$3,000	-	\$11,250
Project Administration	\$13,300	\$13,000	\$12,750	\$15,000	-	\$54,050
Metra Capital Funding	\$0	\$0	\$0	\$0	-	\$0
Locally Funded Projects	\$0	\$4,407	\$4,658	\$0	-	\$9,065
Contingencies	\$1,732	\$1,677	\$2,045	\$1,957	-	\$7,411
Unanticipated Capital	\$0	\$0	\$0	\$0	-	\$0
<b>Subtotal</b>	<b>\$17,932</b>	<b>\$21,684</b>	<b>\$22,203</b>	<b>\$19,957</b>	<b>-</b>	<b>\$81,776</b>
<b>Grand Total*</b>	<b>\$386,847</b>	<b>\$415,417</b>	<b>\$570,526</b>	<b>\$374,527</b>	<b>-</b>	<b>\$1,747,317</b>

\*May not total due to rounding



## Exhibit 16

## METRA OPERATING &amp; SERVICE CHARACTERISTICS AS OF 2020

Carrier/Line		Revenue Trains						Train Miles	Car Miles	Train Miles	Car Miles	On-Time Performance	
		Prior to March 23, 2020			Effective August 3, 2020							2019 Average	Jan-Mar 2020 Average
		Weekday	Sat	Sun/Hol	Weekday	Sat	Sun/Hol	Jan 2019 - Dec 2019	Jan 2020 - Mar 2020				
BNSF Railway		97	30	20	43	20	20	965,867	7,135,481	232,094	1,696,077	95.0%	97.1%
Union Pacific	North	70	26	18	36	18	18	756,102	4,352,915	181,667	1,036,616	95.3%	98.5%
	Northwest	65	34	21	37	21	21	961,303	6,655,222	234,100	1,626,034	93.0%	96.8%
	West	59	20	18	34	18	18	698,233	4,941,968	168,422	1,221,172	92.3%	96.9%
<b>Total</b>		<b>194</b>	<b>80</b>	<b>57</b>	<b>107</b>	<b>57</b>	<b>57</b>	<b>2,415,638</b>	<b>15,950,104</b>	<b>584,189</b>	<b>3,883,822</b>	<b>93.6%</b>	<b>97.4%</b>
Electric District	Main Line	84	40	20	54	20	20	712,191	4,131,919	173,810	1,006,605	97.9%	97.5%
	Blue Island	27	8	0	18	0	0	129,974	440,583	32,197	99,654	97.8%	97.4%
	South Chicago	44	32	20	38	20	20	195,901	778,232	48,576	191,875	98.6%	98.0%
<b>Total</b>		<b>155</b>	<b>80</b>	<b>40</b>	<b>110</b>	<b>40</b>	<b>40</b>	<b>1,038,066</b>	<b>5,350,734</b>	<b>254,583</b>	<b>1,298,134</b>	<b>98.0%</b>	<b>97.6%</b>
Heritage Corridor		7	0	0	4	0	0	75,458	325,144	19,098	81,202	87.9%	90.4%
Milwaukee District	North	63	20	18	28	18	18	773,161	4,816,940	186,030	1,157,321	91.9%	95.4%
	West	58	24	18	32	18	18	660,085	4,523,134	158,965	1,093,763	95.1%	94.7%
<b>Total</b>		<b>121</b>	<b>44</b>	<b>36</b>	<b>60</b>	<b>36</b>	<b>36</b>	<b>1,433,246</b>	<b>9,340,075</b>	<b>344,994</b>	<b>2,251,084</b>	<b>93.5%</b>	<b>95.0%</b>
North Central Service		20	0	0	4	0	0	267,110	1,400,751	65,104	339,980	94.3%	90.1%
SouthWest Service		30	6	0	10	0	0	242,541	1,817,190	58,844	441,444	93.0%	95.7%
Rock Island District		68	33	28	44	28	28	725,549	5,395,328	174,387	1,315,627	92.0%	93.9%
<b>System Totals/Averages*</b>		<b>692</b>	<b>273</b>	<b>181</b>	<b>382</b>	<b>181</b>	<b>181</b>	<b>7,163,476</b>	<b>46,714,807</b>	<b>1,733,293</b>	<b>11,307,370</b>	<b>94.6%</b>	<b>96.3%</b>

\*South Shore (NICTD) is not included.

Exhibit 17  
**METRA PHYSICAL DESCRIPTION**

				Number of Stations			Accessible Stations		Rolling Stock * **					
Carrier/Line		Location of Outlying Terminal	Downtown Terminal	Illinois	Out of State	Total	Partial	Full	Loco-motives	Trailer Cars	Cab Cars	Electric Propelled	Track Miles	Route Miles
BNSF Railway		Aurora, IL (Kane Co.)	Chicago Union Station	25	0	25	5	17	42	176	40	0	144.0	37.5
Union Pacific	North Line	Kenosha, WI (Kenosha Co.)	Ogilvie Transportation Ctr.	24	1	25	1	20					107.5	51.6
	Northwest Line	Harvard, IL (McHenry Co.)	Ogilvie Transportation Ctr.	21	0	21	0	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	2	14					144.2	43.6
<b>Total</b>				<b>64</b>	<b>1</b>	<b>65</b>	<b>3</b>	<b>54</b>	<b>53</b>	<b>264</b>	<b>64</b>	<b>0</b>	<b>418.2</b>	<b>162.3</b>
Electric District	Main Line	University Park, IL (Will Co.)	Millennium Station	32	0	32	0	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
<b>Total</b>				<b>47</b>	<b>0</b>	<b>47</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>186</b>	<b>102.3</b>	<b>40.6</b>
Heritage Corridor *		Joliet, IL (Will Co.)	Chicago Union Station	6	0	6	0	6	*	*	*		78.0	37.2
Milwaukee District **	North Line	Fox Lake, IL (Lake Co.)	Chicago Union Station	20	0	20	0	17					97.0	49.5
	West Line	Elgin, IL (Kane Co.)	Chicago Union Station	21	0	21	0	20					102.8	39.8
<b>Total</b>				<b>41</b>	<b>0</b>	<b>41</b>	<b>0</b>	<b>37</b>	<b>61</b>	<b>152</b>	<b>55</b>	<b>0</b>	<b>186.4</b>	<b>83.9</b>
North Central Service **		Antioch, IL (Lake Co.)	Chicago Union Station	15	0	15	0	15	**	**	**		85.6	52.8
SouthWest Service *		Manhattan, IL (Will Co.)	Chicago Union Station	12	0	12	0	12	*	*	*		59.3	40.8
Rock Island District*	Main Line	Joliet, IL (Will Co.)	LaSalle Street Station	14	0	14	1	12					83.8	40.0
	Beverly Branch	Blue Island, IL (Cook Co.)	LaSalle Street Station	12	0	12	4	6					13.3	6.6
<b>Total</b>				<b>26</b>	<b>0</b>	<b>26</b>	<b>5</b>	<b>18</b>	<b>17</b>	<b>82</b>	<b>28</b>	<b>0</b>	<b>96.9</b>	<b>46.6</b>
Downtown Stations				5	0	5	0	5						
<b>System Totals</b>				<b>241</b>	<b>1</b>	<b>242</b>	<b>13</b>	<b>187</b>	<b>173</b>	<b>674</b>	<b>187</b>	<b>186</b>	<b>1,154.9</b>	<b>487.5</b>

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

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

### Exhibit 18

### METRA COMMUTER RAIL STATIONS BY FARE ZONE

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

\* OTC=Ogilvie Transportation Center

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

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

## Exhibit 19

## RIDERSHIP-RELATED STATISTICS: JANUARY 2019 - MARCH 2020

Carrier/Line		January - December 2019					January - March 2020				
		Annual Passenger Trips **	Annual Passenger Miles	Annual Passenger Revenue	Avg Rev Per Psngr Trip	Avg Trip Length (miles)	Annual Passenger Trips **	Annual Passenger Miles	Annual Passenger Revenue	Avg Rev Per Psngr Trip	Avg Trip Length (miles)
BNSF Railway		15,468,000	359,852,400	78,227,000	\$5.06	23.3	2,971,500	68,942,500	17,454,700	\$5.87	23.2
Union Pacific	North	8,552,100	141,376,000	38,689,800	\$4.52	16.5	1,653,900	26,594,200	8,332,500	\$5.04	16.1
	Northwest	10,384,400	255,882,000	53,699,300	\$5.17	24.6	1,976,700	48,007,700	11,640,400	\$5.89	24.3
	West	7,883,200	175,031,900	39,573,400	\$5.02	22.2	1,493,100	32,920,900	8,569,200	\$5.74	22.0
Total		26,819,700	572,289,900	131,962,500	\$4.92	21.3	5,123,700	107,522,800	28,542,100	\$5.57	21.0
Electric District	Main Line	6,482,200	129,614,100	29,880,300	\$4.61	20.0	1,294,200	25,418,600	6,847,400	\$5.29	19.6
	Blue Island	276,800	3,766,000	1,101,000	\$3.98	13.6	43,400	455,900	176,400	\$4.06	10.5
	So Chicago	523,900	4,447,700	1,584,900	\$3.03	8.5	84,100	480,500	252,600	\$3.00	5.7
Total		7,282,900	137,827,800	32,566,200	\$4.47	18.9	1,421,700	26,355,000	7,276,400	\$5.12	18.5
Heritage Corridor		734,100	19,988,300	3,859,800	\$5.26	27.2	151,800	4,128,200	943,200	\$6.21	27.2
Milwaukee District	North	6,549,100	148,507,300	33,471,600	\$5.11	22.7	1,236,100	27,632,300	7,160,500	\$5.79	22.4
	West	5,904,800	142,511,900	29,843,900	\$5.05	24.1	1,120,900	26,871,500	6,514,100	\$5.81	24.0
Total		12,453,900	291,019,200	63,315,500	\$5.08	23.4	2,357,000	54,503,800	13,674,600	\$5.80	23.1
North Central Service		1,589,900	49,553,500	9,107,200	\$5.73	31.2	304,400	9,495,800	2,017,600	\$6.63	31.2
SouthWest Service		2,356,800	44,061,700	11,080,000	\$4.70	18.7	469,700	8,772,300	2,582,600	\$5.50	18.7
Rock Island District		7,338,100	155,363,400	34,752,700	\$4.74	21.2	1,414,800	29,855,700	7,809,100	\$5.52	21.1
<b>System Totals*</b>		<b>74,043,500</b>	<b>1,629,956,100</b>	<b>364,870,900</b>	<b>\$4.93</b>	<b>22.0</b>	<b>14,214,400</b>	<b>309,576,200</b>	<b>80,300,100</b>	<b>\$5.65</b>	<b>21.8</b>

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

\* Includes free trips

\*\* Does not include free trips





Exhibit 20  
**FORECASTED RIDERSHIP AND VEHICLE MILES / 2019-2023**

	2019 Actual	2020 Projected*	2021 Forecast	2022 Forecast	2023 Forecast
<b>Passenger Trips <sup>1</sup></b>	74,044,000	19,992,000	24,283,000	45,428,000	59,234,000
Year-to-Year Change		-73.0%	21.5%	87.1%	30.4%
<b>Passenger Miles <sup>2</sup></b>	1,629,956,000	440,076,000	534,530,000	1,000,040,000	1,303,980,000
Year-to-Year Change		-73.0%	21.5%	87.1%	30.4%
<b>Revenue Car Miles</b>	44,606,000	29,937,000	29,886,000	35,239,000	37,915,000
Year-to-Year Change		-32.9%	-0.2%	17.9%	7.6%

\*Based on January-July actuals

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

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

### Exhibit 21

### AVERAGE PASSENGER LOADS: JANUARY 2019 - MARCH 2020

Carrier/Line		January - December 2019								January - March 2020							
		Weekday Average					Avg	Avg	Avg	Weekday Average					Avg	Avg	Avg
		Peak	Reverse	Midday	Evening	Total	Saturday	Sunday	Week	Peak	Reverse	Midday	Evening	Total	Saturday	Sunday	Week
BNSF Railway		49,300	3,400	6,400	3,900	63,000	13,200	8,000	336,200	48,200	2,900	6,000	2,800	59,900	9,800	6,000	315,300
Union Pacific	North	23,100	5,800	4,400	2,100	35,400	8,500	5,400	190,900	20,800	4,400	3,300	1,600	30,100	5,900	3,600	160,000
	Northwest	30,500	2,500	4,900	2,300	40,200	12,500	6,800	220,300	28,300	2,200	3,800	1,800	36,100	8,000	4,600	193,100
	West	21,700	1,600	3,000	1,700	28,100	6,300	4,700	151,500	19,300	1,300	1,900	1,300	23,800	4,100	3,000	126,100
<b>Total</b>		<b>75,300</b>	<b>9,900</b>	<b>12,300</b>	<b>6,100</b>	<b>103,700</b>	<b>27,300</b>	<b>16,900</b>	<b>562,700</b>	<b>68,400</b>	<b>7,900</b>	<b>9,000</b>	<b>4,700</b>	<b>90,000</b>	<b>18,000</b>	<b>11,200</b>	<b>479,200</b>
Electric District	Main Line	17,200	600	2,900	1,100	21,800	4,300	2,400	115,700	16,500	500	2,600	900	20,500	3,200	1,800	107,500
	Blue Island	1,500	200	200	30	2,100	300	0	10,800	1,500	200	300	30	2,000	300	0	10,300
	So Chicago	2,200	400	700	100	3,400	1,200	600	18,800	2,200	300	700	100	3,300	900	500	17,900
<b>Total</b>		<b>20,900</b>	<b>1,200</b>	<b>3,800</b>	<b>1,230</b>	<b>27,300</b>	<b>5,800</b>	<b>3,000</b>	<b>145,300</b>	<b>20,200</b>	<b>1,000</b>	<b>3,600</b>	<b>1,030</b>	<b>25,800</b>	<b>4,400</b>	<b>2,300</b>	<b>135,700</b>
Heritage Corridor		2,400	0	100	0	2,500	0	0	12,500	2,300	0	100	0	2,400	0	0	12,000
Milwaukee District	North	16,100	2,500	2,400	1,300	22,300	3,900	2,700	118,100	16,200	2,300	2,000	1,100	21,600	2,900	2,200	113,100
	West	16,500	900	2,200	900	20,500	4,200	2,800	109,500	16,200	700	1,800	800	19,400	3,100	2,100	102,200
<b>Total</b>		<b>32,600</b>	<b>3,400</b>	<b>4,600</b>	<b>2,200</b>	<b>42,800</b>	<b>8,100</b>	<b>5,500</b>	<b>227,600</b>	<b>32,400</b>	<b>3,000</b>	<b>3,800</b>	<b>1,900</b>	<b>41,000</b>	<b>6,000</b>	<b>4,300</b>	<b>215,300</b>
North Central Service		4,600	300	500	200	5,600	0	0	28,000	4,300	200	500	200	5,200	0	0	26,000
SouthWest Service		8,100	100	1,000	300	9,600	400	0	48,400	7,800	100	900	300	9,100	300	0	45,800
Rock Island District		22,500	500	2,200	900	26,200	3,600	2,400	137,000	22,800	400	2,100	800	26,000	2,500	1,700	134,200
<b>System Totals*</b>		<b>215,800</b>	<b>18,900</b>	<b>30,900</b>	<b>15,100</b>	<b>280,600</b>	<b>58,400</b>	<b>35,900</b>	<b>1,497,700</b>	<b>206,300</b>	<b>15,500</b>	<b>26,000</b>	<b>11,800</b>	<b>259,600</b>	<b>40,800</b>	<b>25,400</b>	<b>1,363,500</b>

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

## Exhibit 22

## TICKET SALES BY TICKET TYPE: JULY 2019 - MARCH 2020

Carrier/Line		Between Chicago, IL (Cook County) and...	Monthly	Ten-Ride	Regular One-Way	Conductor One-Way	Weekend and Special Event
BNSF Railway		Aurora, IL (Kane County)	164,300	278,500	940,100	122,500	126,300
Union Pacific	North	Kenosha, WI (Kenosha County)	71,100	194,400	707,900	221,200	96,300
	Northwest	Harvard, IL (McHenry County)	99,800	183,100	809,100	177,800	159,900
	West	Elburn, IL (Kane County)	76,300	146,200	585,700	111,400	103,500
<b>Total</b>			<b>247,200</b>	<b>523,700</b>	<b>2,102,700</b>	<b>510,400</b>	<b>359,700</b>
Electric District	Main Line	University Park, IL (Will County)	64,700	88,700	661,500	176,000	52,100
	Blue Island	Blue Island, IL (Cook County)	2,800	3,900	27,400	0	300
	So Chicago	Chicago, IL (Cook County)	4,300	9,400	75,500	0	500
<b>Total</b>			<b>71,700</b>	<b>102,000</b>	<b>764,300</b>	<b>176,100</b>	<b>53,000</b>
Heritage Corridor		Joliet, IL (Will County)	9,400	12,000	28,500	1,800	200
Milwaukee District	North	Fox Lake, IL (Lake County)	59,300	133,900	516,700	116,500	78,400
	West	Elgin, IL (Kane County)	59,400	86,100	473,800	128,000	82,500
<b>Total</b>			<b>118,700</b>	<b>220,000</b>	<b>990,500</b>	<b>244,500</b>	<b>160,900</b>
North Central Service		Antioch, IL (Lake County)	16,900	28,600	99,400	34,300	1,000
SouthWest Service		Manhattan, IL (Will County)	28,000	35,100	125,800	25,000	2,300
Rock Island District		Joliet, IL (Will County)	84,900	94,900	464,600	100,900	55,100
<b>System Totals*</b>			<b>741,100</b>	<b>1,294,800</b>	<b>5,515,800</b>	<b>1,215,300</b>	<b>758,400</b>

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

\* Includes free trips

Exhibit 23

**PROPOSED 2021 ADULT FARE SCHEDULE**

Zone	Ticket	A	B	C	D	E	F	G	H	I	J
A	Monthly	\$116.00									
	Ten-Ride	38.00									
	Round Trip Plus*	8.00									
	One-Way	4.00									
B	Monthly	123.25	\$116.00								
	Ten-Ride	40.50	38.00								
	Round Trip Plus*	8.50	8.00								
	One-Way	4.25	4.00								
C	Monthly	159.50	123.25	\$116.00							
	Ten-Ride	52.25	40.50	38.00							
	Round Trip Plus*	11.00	8.50	8.00							
	One-Way	5.50	4.25	4.00							
D	Monthly	181.25	159.50	123.25	\$116.00						
	Ten-Ride	59.50	52.25	40.50	38.00						
	Round Trip Plus*	12.50	11.00	8.50	8.00						
	One-Way	6.25	5.50	4.25	4.00						
E	Monthly	195.75	181.25	159.50	123.25	\$116.00					
	Ten-Ride	64.25	59.50	52.25	40.50	38.00					
	Round Trip Plus*	13.50	12.50	11.00	8.50	8.00					
	One-Way	6.75	6.25	5.50	4.25	4.00					
F	Monthly	210.25	195.75	181.25	159.50	123.25	\$116.00				
	Ten-Ride	69.00	64.25	59.50	52.25	40.50	38.00				
	Round Trip Plus*	14.50	13.50	12.50	11.00	8.50	8.00				
	One-Way	7.25	6.75	6.25	5.50	4.25	4.00				
G	Monthly	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00			
	Ten-Ride	73.75	69.00	64.25	59.50	52.25	40.50	38.00			
	Round Trip Plus*	15.50	14.50	13.50	12.50	11.00	8.50	8.00			
	One-Way	7.75	7.25	6.75	6.25	5.50	4.25	4.00			
H	Monthly	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00		
	Ten-Ride	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00		
	Round Trip Plus*	16.50	15.50	14.50	13.50	12.50	11.00	8.50	8.00		
	One-Way	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00		
I	Monthly	261.00	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00	
	Ten-Ride	85.50	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00	
	Round Trip Plus*	18.00	16.50	15.50	14.50	13.50	12.50	11.00	8.50	8.00	
	One-Way	9.00	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00	
J	Monthly	275.50	261.00	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00
	Ten-Ride	90.25	85.50	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00
	Round Trip Plus*	19.00	18.00	16.50	15.50	14.50	13.50	12.50	11.00	8.50	8.00
	One-Way	9.50	9.00	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00

Weekend: \$10.00  
 Saturday/Sunday: \$7.00  
 Onboard Surcharge: \$5.00

\*Introduced as a pilot program in September 2020; available only on the Ventra app.

Exhibit 24

**PROPOSED 2021 SPECIAL USER FARE SCHEDULE**

Zone	Ticket	A	B	C	D	E	F	G	H	I	J
A	Monthly	\$70.00									
	Ten-Ride	19.00									
	Round Trip Plus*	4.00									
	One-Way	2.00									
B	Monthly	70.00	\$70.00								
	Ten-Ride	19.00	19.00								
	Round Trip Plus*	4.00	4.00								
	One-Way	2.00	2.00								
C	Monthly	96.25	70.00	\$70.00							
	Ten-Ride	26.25	19.00	19.00							
	Round Trip Plus*	5.50	4.00	4.00							
	One-Way	2.75	2.00	2.00							
D	Monthly	105.00	96.25	70.00	\$70.00						
	Ten-Ride	28.50	26.25	19.00	19.00						
	Round Trip Plus*	6.00	5.50	4.00	4.00						
	One-Way	3.00	2.75	2.00	2.00						
E	Monthly	113.75	105.00	96.25	70.00	\$70.00					
	Ten-Ride	31.00	28.50	26.25	19.00	19.00					
	Round Trip Plus*	6.50	6.00	5.50	4.00	4.00					
	One-Way	3.25	3.00	2.75	2.00	2.00					
F	Monthly	122.50	113.75	105.00	96.25	70.00	\$70.00				
	Ten-Ride	33.25	31.00	28.50	26.25	19.00	19.00				
	Round Trip Plus*	7.00	6.50	6.00	5.50	4.00	4.00				
	One-Way	3.50	3.25	3.00	2.75	2.00	2.00				
G	Monthly	131.25	122.50	113.75	105.00	96.25	70.00	\$70.00			
	Ten-Ride	35.75	33.25	31.00	28.50	26.25	19.00	19.00			
	Round Trip Plus*	7.50	7.00	6.50	6.00	5.50	4.00	4.00			
	One-Way	3.75	3.50	3.25	3.00	2.75	2.00	2.00			
H	Monthly	140.00	131.25	122.50	113.75	105.00	96.25	70.00	\$70.00		
	Ten-Ride	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00		
	Round Trip Plus*	8.00	7.50	7.00	6.50	6.00	5.50	4.00	4.00		
	One-Way	4.00	3.75	3.50	3.25	3.00	2.75	2.00	2.00		
I	Monthly	157.50	140.00	131.25	122.50	113.75	105.00	96.25	70.00	\$70.00	
	Ten-Ride	42.75	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00	
	Round Trip Plus*	9.00	8.00	7.50	7.00	6.50	6.00	5.50	4.00	4.00	
	One-Way	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.00	2.00	
J	Monthly	166.25	157.50	140.00	131.25	122.50	113.75	105.00	96.25	70.00	\$70.00
	Ten-Ride	45.25	42.75	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00
	Round Trip Plus*	9.50	9.00	8.00	7.50	7.00	6.50	6.00	5.50	4.00	4.00
	One-Way	4.75	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.00	2.00

\*Introduced as a pilot program in September 2020; available only on the Ventra app.

## COMMUTER RAIL BOARD ORDINANCE NO. MET 20-14

### 2021 OPERATING AND CAPITAL PROGRAM AND BUDGET (JANUARY 1, 2021 TO DECEMBER 31, 2021), THE 2022-2023 FINANCIAL PLAN, AND THE 2021-2025 CAPITAL PROGRAM

#### RECITALS

- A. This 2021 Operating and Capital Program and Budget (January 1, 2021 to December 31, 2021), the 2022-2023 Financial Plan, and the 2021-2025 Capital Program are based upon Regional Transportation Authority ("Authority") estimates of funds made available to the Board of Directors of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Board") and conform in all respects to the program and budget requirements of the Regional Transportation Authority Act (70 ILCS 3615, et seq.) ("RTA Act").
- B. The Commuter Rail Board has virtually conducted at least one public hearing which was made available to the public within each county in the metropolitan region in which Metra provides service;
- C. The Commuter Rail Board has held or virtually conducted at least one meeting for consideration of the program and budget with the county board of each of the several counties in the metropolitan region;
- D. Metra, as a recipient of federal funds, is required to comply with the Federal Transit Administration Circular 4702.1B ("Title VI"), effective October 1, 2012, which is an updated guidance for federal recipients' compliance with Title VI of the Civil Rights Act of 1964. Under Title VI, Metra is required to conduct a fare equity analysis for any proposed fare or major service changes to ensure such changes do not result in disparate impacts on the basis of race, color, or national origin. Additionally, Metra must determine whether low-income populations will bear a disproportionate burden of the changes to fares or service;
- E. The Federal Transit Administration has determined that temporary service and fare changes enacted in response to the COVID-19 pandemic are exempt from equity analysis requirements unless such changes are made permanent;
- F. Metra considers the current fare structure, including the proposed new weekend single-day pass, to be permanent and has, therefore, conducted an equity analysis of the proposed fare changes;
- G. Metra is currently providing a level of service that is temporarily adjusted for the COVID-19 pandemic; Metra will adjust future service levels in response to changes in ridership demand and will defer service change equity analysis until ridership demand has stabilized and the Federal Transit Administration provides updated guidance on COVID-19 equity analysis exemptions; and
- H. Based upon the discussion in its October 6, 2020 Board Meeting, public comment, and Title VI equity analysis, Metra believes a fare change with the introduction of new weekend single-day passes is necessary as specified and set forth in the published 2021 budget book.

#### NOW, THEREFORE, BE IT ORDAINED THAT:

- 1. The Commuter Rail Board, having considered the fare equity analysis under Title VI, has found that the proposed Metra fare changes would not result in a disparate impact on the basis of race, color, or national origin; nor will low-income populations bear a disproportionate burden of the changes. Accordingly, the Commuter Rail Board hereby approves the fare equity analysis, as well as the fare changes set forth.
- 2. The Commuter Rail Board hereby authorizes the Chief Executive Officer/Executor Director of the Commuter Rail Division of the Regional Transportation Authority to establish validity dates and expiration policies for all Metra ticket products..
- 3. The Commuter Rail Board has reviewed and approves the fare policy.
- 4. Furthermore, a major service change equity analysis under Title VI is not required at this time because the

Federal Transit Administration considers temporary emergency service changes made in response to the COVID-19 pandemic to be exempt from Title VI equity analysis requirements.

5. The Commuter Rail Board hereby approves the 2021 Operating and Capital Program and Budget (January 1, 2021 to December 31, 2021), the 2022-2023 Financial Plan, and the 2021-2025 Capital Program, copies of which are attached hereto and made a part hereof, and further authorizes their transmittal to the Board of Directors of the Authority in full compliance with Section 4.11 of the RTA Act.
6. The Chief Executive Officer/Executive Director of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Division") is hereby authorized and directed to take such action, as he deems necessary or appropriate to implement, administer, and enforce this Ordinance.
7. Section 5 of this Ordinance shall constitute the Annual Program of the Commuter Rail Division for services to be provided, operations to be continued or begun, and capital projects to be continued or begun during the fiscal year beginning January 1, 2021 and ending December 31, 2021. Authorization is hereby given for: 1) the programs and projects herein named, and 2) for the implementation and actions toward their implementation, during said fiscal year.
8. Sections 7 through 9 of this Ordinance shall constitute the Annual Budget for operations of the services ("Operations") provided by the Commuter Rail Division other than for capital projects and technical studies as provided in Sections 10 through 12 of this Ordinance for the fiscal year beginning January 1, 2021 and ending December 31, 2021. Sections 10 through 12 of this Ordinance shall constitute the Annual Budget for capital project and technical study expenditures incurred during the fiscal year beginning January 1, 2021 and ending December 31, 2021. Funds available from all sources during 2020 not identified herein for use in the operating or capital budget are to be used for potential funding shortfalls and working cash.
9. The estimated Commuter Rail Division Operating Funds expected to be available from all sources during 2021 are (in 000's):

Total Operating Revenues (excluding Capital Fare box Revenues)	\$157,490
CARES Act Funds	206,194
Metra 2021 Sales Tax 1	256,105
Metra 2021 Sales Tax 2 & PTF 2	77,711
RTA Joint Self Insurance Fund	<u>2,500</u>
<b>Total Sources of Operating Funds</b>	<b>\$700,000</b>

10. The following named sums, or so much as may be necessary, are hereby appropriated for the specified use (in 000's):

<b>Operating Commuter Rail Division Services and Support</b>	<b>\$700,000</b>
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11. The following are 2021 estimates of the revenues and expenses for the Commuter Rail Division (in 000's):

Operating Revenues	\$157,490
Operating Expenses	<u>700,000</u>
<b>Total Funded Deficit</b>	<b>\$542,510</b>

12. The following named sum, or so much thereof as may be necessary, respectively, for capital projects and technical studies which remain unexpended as of December 31, 2020, is hereby re- appropriated to meet all obligations of the Commuter Rail Division incurred during the fiscal year beginning January 1, 2021 and ending December 31, 2021 (in 000's):

<b>Total</b>	<b>\$1,447,693</b>
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13. The estimated Commuter Rail Division Capital Funds expected to be available from all sources to finance the 2021 Capital Program are (in 000's):

Federal Transit Administration	\$189,467
RTA Innovation, Coordination & Enhancement	4,158
State of Illinois Bonds	119,141
State of Illinois PAYGO Funds	73,775
CMAQ	<u>306</u>
<b>Total Sources of 2021 Capital Funds</b>	<b>\$386,847</b>

14. The following named sum, or so much thereof as may be necessary, respectively, for technical studies and capital projects, are hereby appropriated to meet all obligations of the Commuter Rail Division incurred during the fiscal year beginning January 1, 2021 and ending December 31, 2021 (in 000's):

Rolling Stock	\$141,144
Track & Structure	48,126
Signal, Electrical & Communications	75,882
Support Facilities & Equipment	56,457
Stations & Parking	47,306
Support Activities	<u>17,932</u>
<b>Total Uses of 2021 Capital Funds</b>	<b>\$386,847</b>





## PUBLIC NOTICE

Commuter Rail Board (Metra) Public Hearings on Proposed Operating and Capital Program and Budget for Fiscal Year 2021, the 2021-2023 Financial Plan, and the 2021-2025 Capital Program.

PUBLIC NOTICE IS HEREBY GIVEN that the Board of Directors of the Commuter Rail Division of the Regional Transportation Authority (“Commuter Rail Board”) hereby releases the Preliminary 2021 Operating and Capital Program and Budget, the 2021-2023 Financial Plan, and the 2021-2025 Capital Program for Public Hearings and public discussion. In the FY2021 Program and Budget, there are no fare increases and service level will still remain in the reduced state due to the COVID 19 pandemic.

Unlike normal practice and timeline, Metra did not receive the funding estimates from the RTA by September 15, 2020, as required pursuant to 70 ILCS 3615/4.11(a). Therefore, Metra will present one or more budget scenarios to the public that are proposed based on reasonable assumptions derived from previous RTA funding estimates provided to the Metra in the years past. The Preliminary 2021 Operating and Capital Program and Budget, the 2021-2023 Financial Plan, and the 2021-2025 Capital Program may be subject to change, particularly should the actual RTA funding estimates received at a later date be different than Metra’s estimates.

Any person wishing to present views may do so by participating in the virtual public hearing. The public has the ability to pre-register if they wish to participate during the public hearing. Pre-registration is not required in order to participate in the virtual public hearing. If you do not wish to pre-register but would still like to participate in the virtual public hearing, please skip to Section II below for instructions.

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

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

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

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

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

Step 4: You will be prompted to enter the meeting ID number: 173 643 2679.

Step 5: You will be prompted to enter the meeting password: 2021budget. Then press “register”.

Step 6: Complete the form by entering your first name, last name, and email address. Press “register now”. You will receive confirmation that the registration request was received by Metra. Metra’s meeting host will soon confirm your request and email meeting access instructions directly to you.

### **Section II: For those who do not wish to pre-register, but would still like to participate in the public hearing**

Please visit the following link: <https://metrarr.webex.com/metrarr/j.php?MTID=m2cdb991571eb71a7bcc4933eb329b6e3> on November 5, 2020 between 4 p.m.-7 p.m. to present your comments. The virtual public hearing can also be attended by dialing toll free 844-517-1442 and entering access code: 173 643 2679 or by submitting written material at any time, but not later than 24 hours after the conclusion of the hearings on November 5, 2020.

Written comments via U.S. mail can be sent to the attention of Karen Hullinger, Assistant Secretary to the Commuter Rail Board, Room 1300, 547 West Jackson Boulevard, Chicago, Illinois, 60661. Comments will also be accepted via voicemail to (312)322-1006, email to [2021budgetcomments@metrarr.com](mailto:2021budgetcomments@metrarr.com) or faxed to 312-322-7094. The virtual public hearing will be recorded, and a copy will be retained by Metra in compliance with Illinois law.

Copies of the proposed Operating and Capital Program and Budget for Fiscal Year 2021 together with the Fiscal Years 2021-2023 Financial Plan, and Fiscal Years 2021-2025 Capital Program, will be available for public inspection after Oct. 6, 2020 at the offices of the Metra Board, Room 1300, 547 W. Jackson Boulevard, Chicago, Illinois, and in the offices of the Regional Transportation Authority, 175 West Jackson Boulevard, Chicago, Illinois. The document will be available for viewing on the [www.metrarail.com](http://www.metrarail.com) website on Oct. 6, 2020 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 312-322-8023.



# VIRTUAL PUBLIC HEARING

## FY2021 METRA PROPOSED PROGRAM AND BUDGET PUBLIC HEARING SCHEDULE

The public hearing for Metra's Preliminary 2021 Operating and Capital Program and Budget, the 2021-2023 Financial Plan, and the 2021-2025 Capital Program will be conducted virtually on **Thursday, November 5, 2020 from 4 p.m to 7 p.m.**

The hearing will be available to the public within Cook, DuPage, Kane, Lake, McHenry and Will counties through Webex. Information for members of the public wishing to attend the hearing is below:

<https://metrarr.webex.com/metrarr/j.php?MTID=m2cdb991571eb71a7bcc4933eb329b6e3>

**Meeting code: 173 643 2679**

**Password: 2021budget**

Attendees can also call in to access the hearing via phone. **The number is (844) 517-1442, access code 173 643 2679.**



# PROTECTING YOUR RIGHTS

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

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

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

Metra's Office of Business Diversity & Community Relations

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

# METRA'S CITIZENS ADVISORY BOARD

**Jonathan F. McCabe – Chairman**  
Representing West Suburban Mass Transit District

**Betty DuPar**  
Representing South Suburban Mass Transit District

**William Sippel**  
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Representing Will County

**Robert J. Nunamaker**  
Representing McHenry County

**Robert Hart**  
Representing the city of Chicago

The Metra logo is displayed in a white, italicized, sans-serif font with a horizontal line underneath the letters. It is positioned on a dark blue background that is part of a larger graphic overlay on the left side of the image.

**Metra**

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

